

The NATIONAL UNDERWRITER

Life Insurance Edition



Drop in and see our famous murals

N.A.L.U. members are cordially invited to visit our home office on Boylston St. at Clarendon, a three-minute walk from convention headquarters. The historical murals painted by the distinguished artist, Charles Hoffbauer, have made our lobby one of Boston's well-known "points of interest." Above is shown a portion of his latest work which reconstructs the signing of the charter for the first mutual life insurance company in America, April 1, 1835. Judge Willard Phillips, founder and first President of the New England Mutual, is pictured receiving the charter from Massachusetts' Governor Samuel Armstrong. This mural decorates the entrance to the company's Charter Room.

The NEW ENGLAND



MUTUAL

Life Insurance Company of Boston

THE COMPANY THAT FOUNDED MUTUAL LIFE INSURANCE IN AMERICA—1835

2
2nd CONVENTION DAILY

Thursday, September 23, 1954



He figured out our futures...

ELIZUR WRIGHT had a mind like an adding machine, the stubbornness of a mule, and a huge capacity for worrying about the security of every American family.

For over half his life Elizur Wright was a teacher, a missionary, and an editor. And then, in 1850, he discovered the thing he had to do. He saw what a great blessing life insurance could be. But he knew it could be a blessing only if it were set up on a sound, sure, mathematical basis... so that there would always be an adequate legal reserve of funds to pay off each policy.

So Elizur sat down and figured, and figured, and figured to work out the mathematical formula. And Elizur went to the State-house in Massachusetts and argued, and argued, and argued with every legislator he could buttonhole in a hallway. And because Elizur had a mind like an adding machine he finally found the formula. And because Elizur was as stubborn as a mule the legislature finally threw up its hands and by 1861 had passed laws for non-forfeiture rights and the legal reserve. "My work is done," said Elizur, "and life insurance is safe for the women and children of the United States of America."

But the legislature had other ideas. Any man who was *that* interested in sound life insurance would be a good man to watch over it, they reasoned. So they made Elizur Wright

the first Insurance Commissioner of Massachusetts.

It has been said that during his eight years as Commissioner he did so much work that it would have taken the average man 80 years! He kept a great ledger in which he recorded a complete record of every policy issued by every company doing business in Massachusetts. In one year alone he finished over a quarter of a million separate mathematical problems. He even invented a calculating machine (and a good one!) to help speed his work.

Today your life insurance agent can tell you just what a policy is worth at any time, name its cash surrender value to the penny, and point out your exact rights under your contract.

Old Elizur worked it out for you years ago in long columns of figures called tables of valuation... and the principles which he fought for are still a guide for company solvency.

Thanks to life insurance agents there is in force over 304 billion dollars worth of legal reserve life insurance contributing security and peace of mind to today's American families... all resting upon the solid foundation laid by old Elizur Wright 100 years ago.

John Hancock

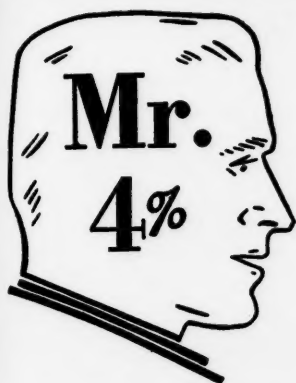
MUTUAL LIFE INSURANCE COMPANY
BOSTON, MASSACHUSETTS



National Quality Award

achieved by 116 Jeffersonians

The list of Jeffersonians receiving the highly coveted Q Award grows. We salute the 116 high quality Underwriters who, aided by the many PLUS advantages which Jefferson's Mr. 4% enjoys, helped us achieve another record breaking year. Their accomplishment is an inspiration to our entire Field Organization.



Mr. 4% says:
Here are some PLUS FEATURES
that give me a Sales Advantage

Mr. 4%
Represents
Jefferson
Standard

Jefferson Standard, now guaranteeing 2½% on policies currently issued, has never paid less than 4% interest on policy proceeds left on deposit to provide income.

Plus

"My Company has a very fine Educational and Training Program, beginning with fundamental training for the new and inexperienced underwriter . . . advancing to the more specialized field of selling . . . well integrated with constant personal assistance. It's Tops!"

Plus

"From the record . . . BEST'S INSURANCE NEWS, Life Edition in its analysis of ORDINARY LIFE, 20 PAYMENT LIFE and 20-year ENDOWMENT contracts issued in 1933, age 35, shows that Jefferson Standard policyholders pay less than those of other Companies on all three contracts in the highest cash value group."

Plus

"Selling is a pleasure with the fine Visual Sales Aids I receive which help me to get my interviews off to a good start. These complete 'merchandisers' add force to the presentation and the simplified individualized proposal forms are so easy to fill out. This is a great service."

Plus

"My Company's new PLANNED PROTECTION SERVICE MANUAL is terrific! In addition to providing the ultimate in programming technique, the Manual has made it possible for my associates and me to increase our average size app to \$11,066. It is perfect for program presentations."

Plus

"My Company, for 18 years, has led all major life insurance companies in net rate of interest earned on invested assets—4.34% in 1953. This favorable earnings rate enables the Company to pay 4% interest on dividend accumulations and policy proceeds left with the Company. As Mr. 4%, I can offer my clients this extra benefit."

OVER 1¼ BILLION DOLLARS
LIFE INSURANCE
IN FORCE

Jefferson Standard
LIFE INSURANCE COMPANY
HOME OFFICE • GREENSBORO, N. C.

Almost?

The opera soprano, at the climax of her aria, tried for a high note and *almost* reached it.

An aviator hopped off across the Pacific and *almost* made it.

Last month a neighbor, when urged to put his house in order, *almost* agreed. And, taken suddenly ill last week, he *almost* recovered.

Almost! What a word!

Occidental policies are not designed to almost fit almost any need. We've made all our policies flexible—to meet each man's needs exactly!



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May Seek to Upset Location Decision

Calls Enlightened Aggressiveness the New Look in Selling

Paul F. Clark Addresses Capacity Audience at GAMC Opening Luncheon

By PAUL F. CLARK

For more than a decade we have been operating in the unusual atmosphere of shortages of goods while plenty of dollars jingled in the pockets of the consumer. As production is catching up the battle for the consumer dollar becomes even more acute.

Perhaps it might be timely to take a look at a recent article from the *United Business Review*—and I quote from "The Challenge of a Dynamic Economy":

"The American economy is constantly changing and expanding un-

Featured speaker at the General Agents & Managers Conference luncheon, President Paul F. Clark of John Hancock talked on "The New Look in Selling," which he described as being dynamic and aggressive, based on an expanding economy, competitive but not destructively so. He

said the aggressive competition being noted in life insurance may be thought by some to constitute the new look but those with years of experience in the business recognize it as evidence of the dynamic quality always inherent in the life insurance business. At the same time, he warned, public respect must not be undermined. Mr. Clark emphasized the extent to which the general agents and managers have control over how the companies and their field forces build public confidence.

der the influence of technological innovations, increasing population, rising income, and shifting consumer preference. The dynamic character of industry is underlined by the billions that have been expended for new plants and equipment since the end of World War II. It is the urge to grow and develop that has done so much to keep production and employment at high levels."

In this environment of change, the life insurance business cannot afford to stand still. Producers must constantly search for new approaches and new channels of distribution. It is not always necessary to devise a new contract in order to develop new business. Managements should keep

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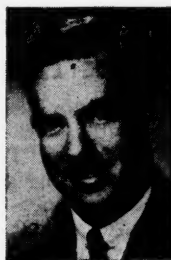
MDRT Hour Features Ideas on Basic Selling Techniques

The Million Dollar Round Table hour of the NALU convention is always a high spot on the program because everyone wants to know how the big producer gets to be a big producer.

G. Nolan Bearden, New England Mutual, Beverly Hills, Cal., chairman of the 1954 Round Table led



G. Nolan Bearden



William T. Earls

off the MDRT hour Thursday at Boston and introduced a down-to-earth program that appealed to the audience as being extremely usable to even the most non-technically-minded agent.

In his opening remarks Mr. Bearden recalled that the Million Dollar Round Table was organized in the belief that the development of an organization for outstanding agents producing large volumes of business would result in substantial benefits to the general public, to the institution of life insurance, and the agents themselves. One of the principal purposes of the MDRT, expressed in the by-laws, he noted, is "to maintain and improve the professional standards and prestige of the life underwriters and to promote the code of ethics of the National Assn. of Life Underwriters."

While the MDRT has 1,492 members and this may seem a large size, Mr. Bearden brought out the total membership, which includes 268 life members and 1,224 qualifying members, constitutes less than 3% of the total membership of NALU and less than 1% of all licensed life insurance agents in the country.

Mr. Bearden mentioned that one of MDRT's most important qualifications is membership in NALU for the entire qualification period. He

The "Million Dollar Profiles" talks of C. H. Killen and O. Alfred Granum will be found on pages 11 and 12 respectively.

said the MDRT is no longer a small organization to be run principally by a chairman, as in the old days, but requires an executive committee of five. Paying tribute to his fellow committee members, who were seated on the platform, he introduced them: George B. Byrnes, New England Mutual, New York City,

vice-chairman of the executive committee, chairman of the program committee, and chairman-elect of the 1955 Round Table; William T. Earls, Mutual Benefit Life, Cincinnati, immediate past chairman; Arthur F. Priebe, Penn Mutual, Rockford, Ill., vice-chairman-elect of the 1955 Round Table; John Kellam, National Life of Vermont, New Canaan, Conn., chairman of general arrangements for the 1954 meetings.

Mr. Bearden recalled that the MDRT has fostered several innovations at its meetings: room-hopping, introduced at the 1951 meeting and now used by many insurance groups as well as organizations outside of insurance; the "buzz session" technique of audience participation, introduced in 1953; the case study introduced at the 1954 meeting, a dramatized presentation of a hypothetical client's complete situation and its solution.

"It was a terrific success and is believed by many to be the most inspiring and instructive program ever presented," said Mr. Bearden.

Turning to the day's program, Mr. Bearden said that "for fear that someone might think that Round Table programs are confined to complex underwriting procedures, I believe I can rightfully say that the majority of our members are still primarily interested in the basic selling techniques of insurance. In order that we might present the highlight of our Coronado meeting, we are proud to have two of our prominent and successful members on this program this morning."

Mr. Bearden then introduced Mr. Earls as moderator of the "million dollar profiles" panel.

Mr. Earls, general agent of Mutual Benefit Life at Cincinnati and immediate past chairman of the MDRT, quoted from an article by Branch Rickey, the famed baseball manager, as saying that the three qualities essential for success in baseball and any other field are (1) a man should feel he is doing a job which is worth-while; (2) he must have a consuming desire to be great; and (3) he must master the little details of his trade.

After the formal talks of the two speakers—C. H. Killen, New York Life, San Antonio, and O. Alfred Granum, Northwestern Mutual, Amery, Wis.—Mr. Earls engaged in a colloquy with the speakers that brought out a number of additional points about their ways of operating. In substance, this was as follows:

Question: Smokey, you also do some business with professional men. What's your approach when you go to see a young doctor?

Mr. Killen: Well, usually I've cir-

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Opposition View Cites Rejection of Council's Choice

Board's One-Vote Margin Also Factor in Keeping Locale Issue Stirred Up

By ROBERT B. MITCHELL

The decision of the National Assn. of Life Underwriters board of trustees to stick with its choice of Chicago for the NALU headquarters city quickly became big topic of conversation at the annual meeting at Boston. There was some bitterness evident, but more bewilderment.

This was due to the board's having rejected both the local associations' mail preference poll, which favored Washington, D. C., almost two to one, and the national council recommendation of Tuesday, which gave New York a majority over Chicago in the run-off after Washington had been eliminated on the first ballot.

Thin Margin

The feeling among those who didn't like the decision wasn't helped as the word got around that the vote in the board in favor of sticking with the Chicago decision was nine to eight. It seemed like a thin margin on which to go counter to the preferences of the mail vote and the council recommendation. Those favoring New York or Washington would doubtless have taken the decision without grumbling had the Chicago choice been supported by either the mail vote of the local units or the council's expressed preference.

There was talk of trying to override the decision of board by action of the delegate body when it meets this afternoon. Others felt there should be a protest, at least, against the rejection of the mail poll results and the council's recommendation. The national council does not have the power to overrule the board but, according to those who should know, the delegate body is empowered to supersede a board's actions.

Sympathy for Board

At the same time, there was considerable sympathy for the board's position. Its defenders mentioned that many of the mail ballots were sent in at a time when the local associations had not had an opportunity to study by any means all of the material the backers of the various candidate-cities sent out; that the board was merely reaffirming a previously-arrived-at choice; that the trustees could not hope to please everyone and could not keep shifting their choice from one city to another indefinitely—they must stand firm in one decision or another or

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Ideas by Outstanding Women Agents

Thelma Davenport Tells How Big Estate Planning Cases Start

By THELMA DAVENPORT

Behind every sale is a market more valuable than the sale itself. Capitalizing on this principle is not easy but if we will resolve to develop each and every first sale to the nth degree, I believe we will find ourselves and our policyholders working together in the job of estate planning. It is impossible to pick from among the people whom we sell for the first time those men and women who will continue to grow financially, who will reach the top of the ladder of success. For this reason, it seems to be a good idea to treat each first sale as if it were the one that eventually would develop into the estate planning case . . . and enjoy the thrill of seeing many of these first sales do just that.

Mrs. Thelma Davenport, Washington, D. C., agent of Northwestern Mutual, specializes in selling women and is a leading producer for her company. She is a graduate of the Purdue women's institute of life insurance marketing.

A recent publication of the LIAMA states, "Life insurance salesmen are constantly being bombarded with suggestions such as, 'Build a clientele; Give good service; Improve persistency; Get repeat business.'" The salesman could well reply, "O.K.,—but where do I start?" One of the best places to start, and sometimes the most overlooked, is with that first sale we make to a man or woman prospect. However small the amount, that first sale may well be the key to unlimited potential. Instead of thinking in terms of selling and delivering an individual policy, might I suggest that we serve our client better (and insure our own future increased income) if we try at the outset to create in our new policyowner the desire to be not just the owner of several policies but the builder of an estate,—actually an Estate Planner.

Here is a first sale procedure that does work if it is used consistently. Perhaps you have a better one; if so, use it. If not, want to try this one. It has three steps and calls for follow-up work.

Step 1. Complete some form of fact-finding sheet for each new policyowner.

Step 2. Prepare and leave with the first policy delivered a complete picture of what can be accomplished with a well coordinated insurance program in an amount necessary to cover his ultimate goals of protection and retirement income as brought out in the fact-finding sheet. (If the new policyowner has not been frank in expressing his ultimate goals, you, the agent, can step in and present the picture of what was accomplished with a complete

insurance program by another person in this policyholder's same business or profession.) Give him the opportunity to take an option through the use of term insurance on all or part of the complete estate plan you present.

Step 3. Make it clear to this new policyowner that you, the agent, consider this first purchase the beginning.

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Margaret F. Lewis Concentrates on Business and Tax Insurance

By MARGARET F. LEWIS

Women are at no disadvantage when it comes to selling insurance for business and tax purposes. As a matter of fact, it is a "natural" for them. After all, since the beginning of time women have been selling men on ideas which they actually come to believe were theirs originally. Wives and mothers are particularly adept at this technique.

"Selling yourself" is a two-pronged tool. Your prospect must be sold on you as a professional underwriter, and you must be sold on what life insurance can do for him.

Knowledge is essential—technical knowledge of life insurance translated in a language the prospects understand. They aren't interested in life insurance as such, but they are vitally concerned with the miracles life insurance performs—a guaranteed source of income for a much-loved family, the continuance of a business if death strikes prematurely, conservation of an estate for future generations.

To be sold on what life insurance

Margaret Willour, Atlanta, Stresses Conviction, Enthusiasm, Service

By MARGARET WILLOUR

In order to give unselfish service to policyholders it is necessary, first, to have a sincere desire for and the conviction of the need for a better understanding of their problems. Only by being sincerely interested in helping our clients, not ourselves via commissions, can we serve them with wisdom and understanding.

It is not too difficult to acquire knowledge, but understanding is the coupling of knowledge and imagination.

To care very deeply about our clients' financial welfare and to constantly try to increase our capacity for caring is most desirable.

As we all know, money alone cannot compensate us for our labor. There must be the satisfaction which comes from a job well done.

In order to do our job well, cultivating friendly relationships and trying to develop within ourselves those qualities which help us to live better with ourselves and with others is, indeed, helpful. It is a well-known fact that 80% of the people who fail in their "chosen vocations" do so because of their inability to get along with people. We all care about people or we would not be in life business, but we must care more. We must care tremendously about the survival of the American family.

Perhaps, you are gathering the impression that these ideas are too visionary and not sufficiently realistic and factual. Maybe they are. But if these ideas have worked and do work—perhaps—some of you who really know how to write life in-

can do for the prospect, is to have empathy, a word used by Dr. Norman Vincent Peale to mean the art of imagining yourself in the other fellow's shoes. Empathy is the key to "what makes the prospect buy life insurance."

Enthusiasm for the performance

Mrs. Margaret Lewis, agent in Atlanta for Jefferson Standard, was the first woman ever admitted to the Atlanta Life Insurance and Trust Council. She concentrates on business and tax insurance.

of life insurance is basic in selling larger cases. Women, endowed as they are by nature with vivid imaginations, are able to visualize from a set of facts what life insurance can do in a given situation. Enthusiasm is contagious, and the success of an effort is largely determined by the enthusiasm the underwriter generates.

Patience, a quality with which the female is not necessarily endowed, is

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Career Women Becoming More Important as Prospects—Helen Millett

By HELEN F. MILLETT

My week begins Saturday morning when I tackle my desk, which at this point is piled high with names—referred leads—lists—newspaper clippings—names I've picked up here and there—everything! I sit down to

Mrs. Helen Millett, Penn Mutual agent of St. Paul, concentrates on retirement income plans. She has been her company's girl of the year and is active in the women's division of Minneapolis Assn.

my telephone and start calling for appointments. My daughters' boy-friends have long since learned that they just don't get our line on Saturdays. Although I still depend on sales to men for the bulk of my volume, my career women are becoming more and more important to me. This seems to be the very best time to reach them, so, though it is a gruelling job, I stick at it. When

Sally, my eldest, brings me lunch on a tray, if luck has been with me, I am able to ask her to send out our letter to four or five names. And we're off to a good start!

On the telephone I say something like this: "Hello, Jane Green? This is Helen Millett of Penn Mutual Life. Mary Brown tells me that you are the best surgical nurse at St. John's hospital. I've met Mary because I work a great deal with girls like you and her—successful business and professional women in Twin Cities. I help them save money. Last week I was telling Mary about a way of saving, so that when she is older she will get an income every month that will go on as long as she lives. She liked the plan and thought you should know about it. Could you have lunch with me on Thursday? I hear that is your day off." If I get an appointment or even much

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Mrs. Margaret Willour, New York Life agent at Oklahoma City, is a well-known insurance speaker both in her home state and in company circles. Women, both married and single, are her clients. In 1950, she was Oklahoma woman of the year of the Soroptomist Club.

surance will be tolerant of this philosophy which is certainly not new, but you must admit is sound. After all, man's intellect is but a speck upon the sea of his emotions.

Now, for some enthusiastic action. Too much emphasis cannot be placed upon that word enthusiastic. "Pals," said a soldier, "are just a couple of guys who are afraid of the same thing." That applies to all of us. We are pals because we are afraid of the same thing. I'll not take time to elaborate on our mutual fears. We all know what they are. Albert Edward Wiggam says: "If you can keep your attention focused on courage instead of fear, you can walk through hell and be unafraid." Surely, we are not afraid to approach our clients on this matter of service. It is, indeed, a truly unselfish approach. It is a sincere desire to be helpful. If new business comes as a result of this service, and it so often does, we have "cast our bread upon the waters" and, may I say, without sacrilege, it comes back a sandwich. Our opportunities to approach our clients to give them service have now

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BROAD INSURANCE COVERAGE

Nonparticipating Insurance

Participating Insurance

Accident & Sickness Insurance
(Noncan and Commercial)

Income Disability

Juvenile Insurance

Special Low Cost Plans

Flexible Family Income Plans

Retirement Plans

Mortgage Redemption

Impaired Risk Service

Wide Age Range

Salary Savings Systems

Supplemental Term Riders

Pension Plans

A full line of Group Coverage

LNL Is Geared To Help Its Field Men

**The
LINCOLN NATIONAL LIFE
INSURANCE COMPANY**

Fort Wayne, Indiana

Its Name Indicates Its Character

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Yates Delivers Eloquent Tribute To the Business of Life Insurance

By JOHN W. YATES

May not each one of us ask ourselves here and now, the searching question — "Do I truly desire and genuinely want a better, larger, and more profitable life insurance agency than I now have?" If the answer is a resounding "Yes" and you are willing to prove across the days, weeks, months, and years ahead that you really mean it, then you are in a position to go ahead. In that event, I would like to recommend that the following steps be taken:

1. Go into seclusion for 48 hours in some pleasant inspiring place where you can be absolutely alone, so as to get into the throne room of your own being.

2. Write out in your own best handwriting, preferably in indelible ink, exactly what your production goals are, over a one year, five year,

and ten year period.

3. Write out a description of the specifications, qualifications, age range and number of men you want in your agency, where you want them located, and set a time schedule as to when you will have them, not if conditions are favorable, but despite any circumstances or obstacles that life can produce. Learn not to dignify obstacles by recognizing them.

4. Write out exactly how you will go about contacting these men, under the most favorable circumstances, and with the greatest amount of pre-selection having taken place by agents, centers of influence and others, prior to your first interview with each.

5. Begin keeping a careful record of every man contacted. In due time, you will establish your batting aver-

age. You will know how many you must interview to put one under contract. Through carefully kept records, you will know in time, how many you must induct, train, supervise, and inspire to have one established agent at the end of three years. Then it is a matter of multiplying. You will know in time, what each agent has been worth to you net, over a 20 year period. Insist upon not less than \$250,000 of average agency business being delivered by each agent his first year, and then go on from there to help him develop his fullest potentialities. The results of an adequate number of such men will keep you excited, inspired, happy, (for the most part), and make you independently wealthy if you have been a sound business man.

6. Write out an organized presentation of the life insurance business,

learn it thoroughly and then drill for skill until you know everything you want to say and exactly how you are going to transmit your thoughts most effectively. In making this presentation, I would suggest that you point out forcefully that the business has four great and unusual opportunities!

1. The opportunity for continuous personal growth through the constant acquisition of knowledge

Famed as a dramatic and inspirational yet thoroughly practical speaker, John W. Yates, general agent of Massachusetts Mutual at Los Angeles, gave the concluding talk at the Tuesday afternoon session of the General Agents & Managers Conference at Boston during the NALU



John W. Yates

annual meeting. His theme was that people fall far short of making full use of their capacities and their opportunities. Presented herewith are two extensive excerpts from Mr. Yates' talk. The full talk will be printed by GAMC in a brochure for distribution to members and for sale to others.

and great truths, then learning how to impart them to others in such a manner that they will be accepted and acted favorably upon.

2. The opportunity to acquire a large number of acquaintances, friends and clients among the most worthwhile people in his territory—people who determine the destiny of a community in the great fundamentals underlying its growth and progress.

3. The opportunity to render a vital service through assisting people in buying money. Money to satisfy the inescapable needs of individuals, families, business enterprises, estate owners and investors. Not just "desired" dollars, but "must" dollars. Dollars guaranteed to be delivered to the right person in the right amount at any predetermined time, or when income is cut off or diminished through old age, disability, death, fluctuation of property values or the rise and fall of interest rates.

4. The opportunity for money-making in direct ratio to his intelligent industry, aptitude and application of knowledge, in all of which convince him you are prepared to make a distinct contribution as soon as he can convince you that he is entitled to become an associate in your agency.

Decide exactly what you will do to thoroughly train each man, both on the job and off during his first month, year, and five year period so that after that time he will not require supervision, only cooperation. Never deviate from your program without fullest consideration, and a definite change in plans based upon sound experience. Develop time controls, a work flow system, and an organized routine around each and

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Freshmen!... The CLASS of '54



P. W. Bodestab
North Platte

E. W. Bolliger
Portland

J. J. Chapman
Philadelphia

R. E. Christensen
Kearney

J. B. Eilmes
Spokane

D. M. Huette
Peoria

R. W. Jackson
Wichita

G. I. Jenkins
Sioux City



R. L. Klepper
Los Angeles

A. L. Laundon
Wichita

J. S. MacDowell
Philadelphia

F. W. Rei
Portland

H. C. Rich
Oakland

J. F. Schierberl
Indiana

J. L. Silvdi
Pittsburgh

D. Stine
Grand Island

Our sincere congratulations to these sixteen members of Bankers Life of Nebraska's sales organization, who this year for the first time, qualified for the NATIONAL QUALITY AWARD.

These freshmen now join our rapidly growing group of two to ten year upperclassmen—former NQA qualifiers—who set the pace for successful life underwriting through the production of high quality business. We are proud of every one of them.

From all of us at Bankers Life of Nebraska, to all of you in attendance at this 1954 annual meeting of the National Association of Life Underwriters, best wishes for a happy, profitable meeting.

Bankers Life
INSURANCE COMPANY of Nebraska

HOME OFFICE • LINCOLN

SIGNS of the TIMES

for all N.A.L.U. members

our **Hand** — in heartiest congratulations!



our **Mat** — in sincere Welcome before our exhibit



(the spot where old and new friends get together)

our **Mark** — indicating Quality and Service wherever you see it!



ON HAND TO GREET YOU

Training Courses

Accident & Health
Casualty and Surety
Essentials of Life Underwriting
Property and Allied Lines

Monthly Magazines

Accident & Health Review
Life Insurer
Insurance Exchange Magazine

Bulletin Services

Accident & Health Bulletins
Diamond Life Bulletins
D. L. B. Agent's Service
Fire, Casualty & Surety Bulletins

Weekly Newspapers

The National Underwriter
(Fire and Casualty Edition)
The National Underwriter
(Life Edition)

Other Services

Argus Fire Chart
Argus Casualty Chart
Estate-o-Graph
Little Gem Life Chart
Unique Manual
Time Saver (Accident & Health)
Underwriters Hand-Books for
32 States
Books on all Insurance Subjects



R. H. Lang



B. J. Gold

"All-Ways of Service to the Insurance Business"

The NATIONAL UNDERWRITER CO.

420 EAST FOURTH STREET • CINCINNATI 2, OHIO

NALU and Investment Companies Issue Joint Statement of Principles

Clarification of the respective roles of the life agent and the mutual fund salesman moved a big step closer this week with the issuance of a joint statement including an eight-point list of guiding principles, by National Assn. of Underwriters and National Assn. of Investment Companies.

The statement was prepared by the recently appointed joint com-

mittee of the two organizations. It was approved by the investment company's governing body this week and by the NALU board of trustees at the annual meeting in Boston.

The main point is that there is agreement that a coordinated plan for family financial security needs life insurance against premature death of the breadwinner and "un-

der proper circumstances, the ownership of equity investments, including investment company shares as a means of sharing in the long-term growth of the American economy."

The gist of the eight guiding principles is as follows:

1. Each of the two businesses should understand the product, function and service of the other.

2. Only through careful study of life insurance and investment companies by mutual fund salesmen and life agents, respectively, can this understanding be effected, hence there should be basic text and reference material provided by each business for the other's representatives.

3. It is essential that the agent and the mutual fund salesman recognize the importance of the role each business plays in serving the American people.

4. It is important that investment company salesmen recognize life insurance as a basic tool in creating immediate estates as a means of protecting against the hazards of premature death and the part that insurance can play in providing guaranteed sums for the emergency needs of families.

5. It is important that the life insurance agent recognize that investment-company share ownership provides an excellent means of participating in the growth and prosperity of the nation's economy and to obtain the benefits of diversification and professional management.

6. There should be no compensation paid to mutual fund salesmen for the sale of life insurance nor to life insurance agents for the sale of mutual fund shares.

7. The life agent and the investment company salesman should recognize each other as experts in their own respective fields and should not

Dr. Gregg Heads American College

Dr. Davis W. Gregg, dean of the American College since 1951, was elected president by the board of trustees at its annual meeting in Boston Tuesday. He succeeds the late Dr. David McCahan.

Herbert C. Graebner, dean of the college of business administration of Butler University, will succeed Dr. Gregg as dean Feb. 1.

Before becoming dean, Dr. Gregg had been assistant dean since 1949.

attempt to advise clients in the other's field.

8. Harmonious relations between the insurance agent and the invest-



Among this year's recipients of the CLU designation at Boston is Jean Frances Essex, agent of Northwestern Mutual Life at Portland, Ore., who is the first daughter of a CLU to win the designation. Miss Essex's father is Freeman Essex, also a Northwestern Mutual agent at Portland, and is in Boston as one of the group of 25-year CLUs being honored at the convention. Miss Essex was one of her company's top women producers for 1953. They are pictured here at the Staller.

ment company salesman should be maintained for successful financial planning for the public.

Benjamin Salinger, Mutual Benefit Life, New York City, and president of New York state Assn. of Life Underwriters, heads the NALU committee on investment companies.

Notable Session Of WQMDRT

Women's Quarter Million Dollar Round Table featured a panel discussion by four outstanding women agents with Mrs. Florence McConnell, John Hancock, Galesburg, Ill., the new chairman of the WQMDRT, as moderator. The four talks were exceptionally valuable because each participant described her methods in specific detail, avoiding generalities.

The meeting was opened by Alberta M. Light, chairman of the

(CONTINUED ON PAGE 48)



On the job at the trustees meeting at the annual convention of NALU in Boston: from left, foreground: Elsie Doyle, Union Central, Cincinnati; Henry S. Stout, John Hancock, Dayton, O.; M. W. Peterson, Lincoln National, Charlotte, N. C.; William D. Davidson, Equitable Society, Chicago; and Albert C. Adams, John Hancock, Philadelphia. In the background are Harold P. Cooley, New England Mutual, general chairman of the Boston Life Underwriters Assn. convention committee; and Robert E. Turner, Equitable of Iowa, president of the Boston association.

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Complete information and proposal for five for one Jumpin' Juvenile.

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All sales needs included for Life Paid-up at Age 65 and Endowment at Age 65.

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All details are included for Endowment at Age 85 and Preferred Risk Ordinary Life.

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But Sir . . . You're only Partially Covered!

All our portly friend needs to protect his social standing is just a few yards of cloth, tactfully tailored. Partial Coverage here can be quite disastrous. Partial Coverage can be equally disastrous for the unhappy client who finds himself faced with a long series of hospital bills or the loss of many paychecks caused by a disabling illness.

Unless your clients are fully covered with a Combined Income Protection, Accident, or Health policy, they may well blame you for offering an incomplete program. The agent who offers only a partial program to his clients is rewarded with only a partial income, too.

If you are not yet enjoying the many benefits of offering the flexible Combined Plan to your clients, it will pay you to write today to Jack Olson, Disability Department, Combined Insurance Company of America, for further information about the wonderful program available to you. New opportunities are available for aggressive, qualified life and casualty agents.

Remember . . . Partial Coverage is not good enough for your clients . . . and a partially equipped agent is only a partially paid agent.

Combined Group of Companies

W. Clement Stone, President

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Chicago 40, Illinois

Combined American Insurance Co.
2817 Maple Avenue
Dallas, Texas

Hearthstone Insurance Co. of Mass.
395 Commonwealth Avenue
Boston, Massachusetts

First National Casualty Co.
Fond du Lac
Wisconsin

Kimball Gives Steps for Avoiding Failure

By FRED G. KIMBALL

This has been a truly outstanding convention in the greatest year of insurance selling in the history of our business. Over \$36 billion of life insurance will be put in force this year by field men representing approximately 800 companies. You might wonder why anyone would even consider injecting the word "failure" into such a rosy picture. It is because in spite of constantly increasing life insurance sales, in both quantity and face amount, better than one out of every two men entering the business still fails in his first year.

Yes, in spite of all that has been learned about the necessary characteristics for success, distilled from the experiences of many expert salesmen, men still inadvertently

plan for failure because they will not consciously plan for success. In other words, no man plans to be a failure, he just doesn't plan not to be one. None of these characteristics, or essentials, are new, unique or startling. As a matter of fact you are completely familiar with each and every one of them and in this instance familiarity will not breed contempt. Perhaps the following story will illustrate my point.

Early in World War II, as you may recall, Montgomery and the British troops were having a rough time with Rommel in Africa. As history shows, the British Army was being beaten rather badly in the field and their morale, as well as that of the British people, was at a very low point. About this time Churchill decided that some drastic

action should be taken and he called General Montgomery back to London for a conference.

They discussed the situation and it was pointed out, quite tactfully, to Montgomery that certain steps should be taken immediately. One of the suggestions that Churchill thought would be helpful was for Montgomery to move in with his troops, eat with them, sleep with them and, in general, subject himself to the same field conditions that his fighting men were experiencing.

Montgomery supposedly responded to this suggestion in the negative. He pointed out that as an officer it was his responsibility to send his men into battle and oftentimes to death. He felt that he must live apart so as not to become too familiar with them and risk losing their respect. His final argument hinged mainly on the proverb, "familiarity breeds contempt."

Familiarity Necessary

At this point Churchill is said to have responded, "Monty, may I suggest to you that without familiarity you can't breed anything."

It is a proven fact that familiarity with and the application of certain essentials will help you breed success. It makes a difference what kind of a man you take to your prospect tomorrow. Let's step back, take a look at this man, and see how he measures up.

Is the man in your shoes a self-starter?

Successful underwriters are.

There is an old saying "He who chops his own wood warms himself twice." How true that is of our business. It is no secret that success in selling life insurance is the result of individual effort. While there are many people eager to help, you are operating, in the finest sense, a sole proprietorship. It is your individual responsibility to get yourselves out of bed in the morning, collect an idea or two, and begin making calls. You, as underwriters, must develop the ability to overcome inertia. Inertia, as you recall, is the

ability of a body at rest to remain at rest, or the ability of a body in motion to remain in motion. Perhaps this point can best be summed up by a story Woody Woodson tells of the modern day car.

Today, he says, an automobile, weighing upward of a ton of steel and rubber, can hurtle over the road at speeds in excess of 100 miles per hour in high gear. As a matter of fact, speeds in excess of 130 miles

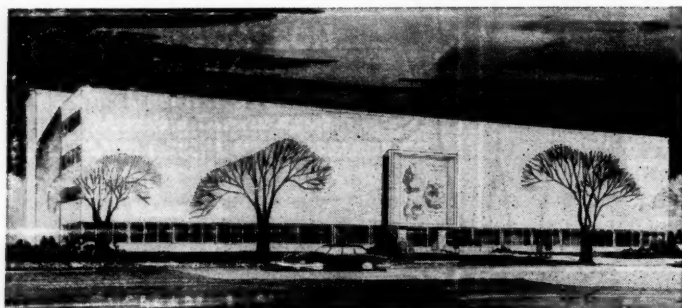
Fred G. Kimball, who spoke at the general session Friday morning on "Are You Planning for Failure?" is a C.L.U. and manager of basic training of New York Life. He is a graduate of the Purdue Institute, of which he was named associate director in 1950. He taught parts I and II of the L.U.T.C. and CLU classes and at the same time served as president of Lafayette (Ind.) Life Underwriters Assn. He is a graduate of University of Rochester and during the war was a captain of artillery.

Fred G. Kimball

per hour were attained at the Indianapolis Speedway last Memorial Day. However, the gear that is capable of driving a car at such tremendous speed does not have a sufficient amount of power to move it from the curb when it is at a standstill. The force of inertia is at work and it takes a low gear, followed by second and then high to get the car rolling at such a tremendous speed. In like manner, when the car is travelling at a breakneck pace, it requires a tremendous amount of braking power to bring it to a halt.

The same set of facts apply to the "self-starter" life underwriter. The spark in his ignition is an idea, he shifts into gear as he approaches a prospect, and builds the sales momentum.

(CONTINUED ON PAGE 33)



Woodmen Accident Builds For The Future

The continuing growth of Woodmen Accident and Associated Companies is reflected in the construction of a new home office building that will be completed in mid-summer, 1955. While designed to be an efficient workshop, the new building will symbolize the strength and security that the Woodmen Companies mean to thousands of insureds.

A pioneer in personal insurance since 1890, the Woodmen Companies are proud to be a part of the great institution of life, health and accident insurance. No other field of endeavor has contributed so much to the stability, security and peace of mind of the American people.

E. J. Faulkner, President

R. L. Spangler, Exec. Vice President & Sec'y.

ALL FORMS OF LEGAL RESERVE LIFE,
HEALTH, ACCIDENT AND HOSPITAL INSURANCE

WOODMEN ACCIDENT & LIFE CO.
CENTRAL ASSURANCE CO.
CENTRAL LIFE INSURANCE CO.

Old line legal reserve companies — Established 1890
LINCOLN, NEBRASKA



**WELCOME
TO
BOSTON**

Boston Mutual and its many N.A.L.U. members are giving fullest support to this big 1954 Convention in our home city. We congratulate the Association for the valuable contributions it has made over the years to the advancement of life insurance sales and service.

HOME OFFICE: 378 STUART ST.
2 BLOCKS FROM THE STATLER

Killen Tells How Selling Formula Proved Out in Actual Experience

By C. H. KILLEN

I stand up here in all humility in front of a distinguished group of underwriters. I know I am not going to attempt to tell you about any sales methods or suggest that any of you do anything I have even thought about. I know that we are all working toward the same goal and we all have different ways of arriving there. You market your merchandise one way and someone else does it another. I know I would starve to death trying to do it the way some of you do and a lot of you would probably quit if you had to do it like I do, but that is what makes some people like Fords and some Chevrolets, I suppose, and it is a good thing it is that way because it would be awfully boring to the public if we all used the same

C. H. Killen, New York Life, San Antonio, generally known as "Smoky," was one of two featured speakers in the "Million Dollar Profiles" portion of the Million Dollar Round Table hour at Thursday's general session. He believes that if a man sets a goal for himself within his capabilities — but not too far within them — and has sincerity, good health, and freedom from home problems, he can just about write his own ticket in the life insurance business.

thing. It has been suggested that my subject be in connection with "Goals or Objectives in Life Insurance Selling," what they do and what they mean for a life underwriter. I have been told that if you were not really sharp on a subject you should talk about something you have actually experienced yourself. So, if you will forgive me, I am going to reminisce a little and go back to my first year in the business.

I had the good fortune of placing a million dollars worth of insurance my first year in the business, and to be rewarded for that, they send a couple of hundred of our leading agents to the Top Club Council. At that time it happened to be at the Greenbrier Hotel in West Virginia. I had been to SMU and had had a little training with our company and managed to barely squeeze out my qualification my first year to get me up to Greenbrier, but I had never had the good fortune of attending a real meeting.

My whole outlook on the life insurance industry was changed right then and there in those three or four days I spent there. I had bought a nice little car and my wife and I thought we would impress everyone there with it, but I tell you we were ashamed of the damned thing because everyone had big Cadillacs, diamonds, minks for their wives and big black cigars, and in fact, they all impressed the hell out of me.

The talks I heard and the positive

manner, like everyone of you sitting here have, always does it to me—a little fuzz on the back of my neck raises up after I leave a meeting like this.

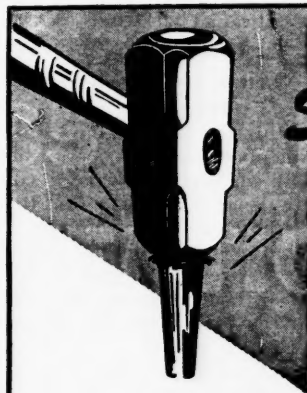
Anyway, they all seemed to have one thing in common, they were so enthusiastic about their business and

seemed to know where they were going. I watched them hand Ed Mintz the gavel for being our company's leading man in the United States and I thought right then and there if an old country boy like Ed can lead the company selling 100 cases then a hard worker could probably get out there and sell 300 or 400 cases and do the same thing.

Anyway, I began to plan on next year's meeting, which I intended to

lead. I walked straight upstairs and told my wife that I wanted to lead this company next year. She said, "Mister, you are crazy and I surely don't want you to say anything in front of anyone like that—they are liable to run us off from this meeting. Let's wait until it is over, then you can talk." She knew I was up in the clouds and she could see I had that old spirit. I have had it ever

(CONTINUED ON PAGE 32)



Stake your claim to these

BROKER SALES AIDS

Liberal Underwriting —

you may be surprised at our favorable consideration of such histories as — skull fracture, malaria, diabetes, gout, prostatectomy, hysterectomy, ruptured intervertebral disc, etc.

Complete Juvenile Underwriting —

including payor benefit. Progressive Protection policy, written 0-15, automatically expands fivefold at age 21 without increase in premium.

Business Insurance —

with flexible settlement options enables you to carry out programming to meet individual needs in connection with Stock Purchase, Stock Retirement and Partnership Purchase Plans.

Flexible Settlement Options —

provide almost unlimited methods for distribution of proceeds including privilege of taking part in cash and part under options or of leaving at interest temporarily and changing to another option later.

Disability Income Provision —

provides \$10 per month per \$1,000 with coverage to age 60, issued to males 21-55.

Premium Payments Can Be Changed at Any

premium due date, not necessarily the policy anniversary, giving flexibility of payment dates in arranging programs.

Both Renewable and Convertible Term —

also popular policies combining Ordinary Life and Term. Riders designed to cover the outstanding balance of a mortgage or to provide family protection may be attached to basic policies.

Special Class Underwriting

offered in wide range with issues in substantial amounts up to 500% of expected mortality in many cases.

Group Coverages —

complete across-the-board underwriting. Our convenient nation-wide Group district offices expedite service.

Premiums Accepted

up to 20 years in advance at 2½% discount. Maximum amount considered on individual basis.

55% Graded Commission Schedule.

Pension Trust Service —

complete comprehensive coverage without farming out portions of your case.

Liberal Dividend Schedule —

results in low net cost.

From full-time representatives of other life companies we invite only surplus and special business.

Massachusetts Mutual

ORGANIZED 1851

LIFE INSURANCE COMPANY
SPRINGFIELD, MASSACHUSETTS

Granum Strips Down Mechanism Of 7-Step Simple Programming

by O. ALFRED GRANUM

I believe that the first job of the life insurance salesman must be to devise a method of getting at a man's needs and of helping him to want to do something about satisfying

them. The method I use is a simple programming procedure. There are seven steps to my plan and I would now like to review them with you.

The first is to get a name.

It must be the name of a man 30

years old, married, with children, earning \$6,000 a year with an income potential at least double that, and having a background somewhat similar to my own. This last qualification, that his background be similar to my own, I believe to be of the utmost importance.

Step number two: I write the prospect a letter. That letter reads as follows:

Letter Second Step

Dear Mr. Prospect:

Within the next few days I plan to telephone and ask permission to call on you sometime at your convenience for not more than 10 minutes to show you our life insurance programming service. This service is designed to help men correlate their life insurance with the other assets in their estates.

After you have seen what it is like, you will be in a position to decide whether or not you would like to have the service performed for you.

Very truly yours,
O. Alfred Granum

Step number three is to telephone the man. When I reach him on the telephone, the conversation starts out as a review of the letter I had written to him. This is what I say: "Mr. Prospect, this is Alfred Granum of the Northwestern Mutual Life Insurance Company speaking. I wrote a few days ago to ask your permission to call on you sometime at your convenience for not over 10 minutes to show you our life insurance programming service. How do you feel about that request, Mr. Prospect? Are you willing to gamble 10 minutes of your time to see what this service is like?"

Don't Argue

I let him make the decision. If he says "No," I won't argue. I think so often of the fellow called Joe who carried a little list around in his pocket. He'd pull it out every now and then, study it carefully, make some notation and then put it back in his pocket. Finally one day an acquaintance of his, Clarence Titenoff by name, said, "Joe, what the heck is that list you carry around all the time? Do you mind telling me?" "No," Joe said, "I don't mind telling you. That's a list of people I can lick."

"People you can lick!" Clarence said. "That's interesting. Mind if I have a look?"

"No. Here it is."

So Clarence took a look — and there, down about the middle of the list, with the T's, he found his own name—Titenoff, Clarence. And it made him mad. So he said, "Why, Joe, you good for nothing, insignificant little pipsqueak, you can't lick me!"

"OK, OK," Joe said. "Give me the list. I'll take your name off." That's the way I feel about it, I don't argue either.

If at the age of 30, mind you—he's afraid to expose himself for 10 minutes to the possibility of getting a new and helpful idea, do you think I want to waste my time talking to him?

On the average, I get in every other time.

The fourth step, for the man who grants permission, is to make the first personal call.

When I'm face to face with him, I say:

"Mr. Prospect, I appreciate having this chance to meet you. Where can we sit down in private for 10 minutes?"

And he takes me to the private place. If he doesn't, the interview is over as far as I'm concerned. I'll not attempt to talk his business and mine in front of a group of curious onlookers.

As soon as we are seated, I say:

"Mr. Prospect, this programming service which I wrote you about consists of three steps. They are these:

"First, I sit down with a man who is interested in making long range plans for the correlation of his life

O. Alfred Granum, agent for Northwestern Mutual at Amery, Wis., joined the company in 1947. He studied insurance at the college of commerce of University of Wisconsin and after graduation entered the service and served as a battleship gunner in the European and South Pacific theatres. He spoke at the Million Dollar Round Table hour during the general convention session Wednesday morning on "Seven-Step Simple Programming."



O. Alfred Granum

insurance, social security, and the other assets in his estate so as to get the most out of those assets if he lives, and to guarantee that his family will get the most possible out of them if he dies.

"To keep us on the track in the discussion of his objectives, we've developed a survey form which reminds us of the things we ought to talk about. This is what it looks like" (placing a standard printed survey form open on his desk before him).

"The second step, Mr. Prospect, is for me to prepare, in my own office, a written review outlining the individual's own situation and showing him how far he has come along the road of his own objectives and what he must do in the future to complete his plans. No two of these briefs look exactly alike since each situation is different—but here is a fairly representative one which we retyped with names changed to give persons like yourself an idea of what we do

(CONTINUED ON PAGE 32)

Announcing



2
NEW
AND
VITAL
SERVICES

by
William J. Casey

Both services will be revised and supplemented monthly. These loose-leaf services will include all the latest developments and new ideas. Both will be written in clear, understandable terms with emphasis on how real families and real businesses are actually planning today. The scope of Life Insurance Plans and Estate Plans is indicated by the following list of tabs:

LIFE INSURANCE PLANS List of Tabs

1. Objectives and Programming
2. Income and Capital Accumulation
3. Estate Planning
4. Underwriting Corporate Values
5. Partnership and Proprietorship Security
6. Key Man Protection
7. Retirement Planning
8. Family Security
9. Executive Compensation
10. Rank and File Coverages
11. Pension and Profit Sharing
12. Specimen Insurance Plans

ESTATE PLANS List of Tabs

1. Objectives, Inventory, Programming
2. Valuation, Liquidity, Shrinkage
3. Personal and Charitable Gifts
4. Trust Arrangements
5. Wills and Powers of Appointment
6. Life Insurance and Annuities
7. Pensions and Social Security Benefits
8. Beneficiaries and Their Income
9. Business Interests
10. Estate Management and Investment
11. Estate Planning Forms
12. Specimen Estate Plans

Monthly, with Life Insurance Plans and Estate Plans, you will receive a special thought-provoking booklet to carry a quick lesson on a phase of financial and estate planning. The first of the series is pictured here — "How Tax Savings Buy Security" and "10 Ways to Transfer Your Estate." These booklets are designed to help you carry on your educational work in your community.

Tear off coupon and mail today!

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Roslyn, Long Island, New York

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☐ Please send a complimentary copy of your booklet

N-1



J. F. Griffing Describes Characteristics Of Insurance 'Man With Endurance'

By JOHN F. GRIFFING

This is one of the greatest thrills of my life. The opportunity to share this platform with so many prominent and distinguished persons from all parts of our great country is one that, in all modesty, came to me by surprise. I consider it a great honor to have been invited to speak to you today, and I am grateful for it.

I have been asked to speak about "The Man with Endurance"—which means you—and me.

I shall endeavor to do this by sharing with you some of my experiences as a life insurance agent of the John Hancock Mutual.

A colleague of mine, when it first became known that I had accepted an invitation to address this convention, said, "Of course, everybody knows that an insurance man can

must learn before we can earn. Home office training courses, instruction by the managerial staff, seminars, much book work, quizzes, and even a period under supervision and instruction in the field—all, or most of these, are in our background. Yet, no matter how brief or how ex-

tensive our preparation may be, the moment comes when we are "turned loose," and we are alone, or so it seems to us, among the entire population of our community, armed with a fountain pen and some application forms, looking for the first prospect.

I am sure that all of you will agree that it is not the first prospect who is the most difficult. It is more likely to be the 101st, or even the 1,001st.

This is where the "Man with Endurance" comes in.

A famous life underwriter who was described by Dale Carnegie as "the best teacher of sales training in America today" once told the story of how, early in his insurance career, he made a \$250,000 sale in 15 minutes.

He related this anecdote to illustrate the most important point about his technique in selling, which was to ask questions. He didn't attempt to tell prospects who raised objec-

(CONTINUED ON PAGE 28)



John F. Griffing, assistant district manager at Oakville, Conn., for John Hancock, joined the company in 1950 at Bridgeport and in 1953 was top combination agent. An army veteran, he spent three years in Italy with the combat engineers. His talk at the general convention session Thursday morning was entitled "The Man With Endurance."

out-talk even the whole membership of a woman's club, but I don't know what it will be like; an insurance man talking to a whole audience of insurance men."

He's here today, and I hope he gets a satisfactory answer as to what it's like.

You and I are members of a business that is engaged in a service, the standards of which have been set consistently higher and higher through the years. Yet, even though it is a service which we are performing, we must sell it, persistently, and persuasively, and effectively.

It has often been said that "insurance is never bought; it must be sold." That is so true, as pertaining to the life insurance field at least, that it properly may be considered as an axiom of our profession.

Whether your activities are devoted principally to the industrial field, as mine have been, or whether it is ordinary life insurance to which you devote your talent and your time, we all are fortunate in our respective companies' enlightened concept of their responsibilities to the new men, who may come into the life insurance field from many varying walks of life.

Some of you older men know that this was not always so; but today, in insurance as well as in nearly every other profession or occupation, we



Continental American has built its expansion program upon the creed . . . "quality not quantity"



CAREFUL SELECTION of the new men who will become associated with us—with emphasis on quality rather than numbers.



A SOUND SALARY PLAN of Compensation for new men which attracts superior men and pays substantial extra rewards to those who can successfully qualify.



A COMPLETE KIT of organized Visual Sales tools to enable men to get into production quickly.



THOROUGH TRAINING for these men in the use of definite and proved sales methods with continuing assistance in the field.



CAREFUL AND EXPERIENCED SUPERVISION during their development period.



THE RESULTS FOR THE FIRST HALF OF 1954
New Life Insurance 52% ahead of last year.
41% of Face Amount produced by new men in their first two years with the Company.



CONTINENTAL AMERICAN LIFE INSURANCE COMPANY
WILMINGTON, DELAWARE

Dr. Hutchinson, at CLU Dinner, Warns Against Dangerous Leaders

By DR. R. C. HUTCHISON

In the insurance business, you are engaged in the art of persuading people to do something which is for their own good and their own security. You may not have realized that in this endeavor you are confronted by the opposition of the most reactionary force in history. This reactionary force may be called "social compulsion." It is the use of force and compulsion to achieve worthy social objectives. In your special field this reactionary force expresses itself in compulsory insurance plans, in social security which is largely compulsory and will be more so. It is expressed in all state and federal welfare measures the payment for which is compulsory through taxation and the acceptance of which is unavoidable. It is expressed in industrial and institu-

tional retirement and benefit plans which are in effect compulsory.

Within this general area of economic needs and above the still rising tide of compulsion, you as life underwriters still serve as the exponents of economic values and benefits only through the persuasion of free men.

It may not be for long. If the socialized state toward which we have been so rapidly moving is achieved, you may find yourselves out of this profession of education and persuasion and into the business of being some kind of economic slave-drivers. It is therefore appropriate that you consider on this occasion the issue in society between compulsion and persuasion. You should realize that along with the ministry, the teaching profession—along with remnants of free enterprise and along with the science of politics—you are ex-

ponents of persuasion in society. You are going to decide probably in your lifetimes whether you want to keep it that way. The fate of your business as a profession may be determined by your decision.

Tyranny and its component human slavery have, throughout the ages, been motivated by a variety of purposes. There has always been greed for economic gain, passion for personal power, the perversion of various fears, and illogical sadism. But strangely there has always been another motive appearing in all tyrannies which is certainly queer among its bedfellows. This strange and uncongenial motive for tyranny is the passion for public and personal good, impatient of the slow processes of persuasion and therefore with a convert's fanaticism for the compulsions of tyranny.

In all periods of history we find ruthless conquerors extolling the liberations which they bring to the peoples being conquered, boasting the culture or civilization which is supposed to lie in the ashes of the conquest. The rapacious colonialism of the 19th century gloried in the benefits which were foisted on the peoples of Asia and Africa. The bloody treacheries of our own conquest of the Indians were defended as a civilizing process. American slavery of the Negro was something of a compulsory missionary enterprise, as some believed. A vivid illustration of this was John Newton, captain of a slave ship, who himself led divine worship twice each Sunday with only the planks of the deck separating him from the chained and stifled slaves below. This is the man who wrote the hymn, "How Sweet the Name of Jesus," who said in his diary, "I never knew sweeter nor more frequent hours of divine communion than in my last two voyages to Guinea." Happily John Newton later corrected his thinking, but he carried on the slave trade convinced that it was a species of missionary

enterprise transporting the African from heathen darkness into the light of Christian civilization.

One need not read deeply in *Mein Kampf* or the literature of fascism and nazism to realize that mingled among other passions, fears and motives was that of redeeming the social order from the corruptions of freedom and democracy. Hitler frequently appealed for world peace which would actually have been the international peace of a conquered and subjected world. He sought internal peace and unity, the peace of enslaved institutions. This was simply the style in which compulsory reform appeared in Europe.

The same movement appeared in America and the western democracies in the social radicalism which we

Principal speaker at the CLU dinner and conferment exercises was Dr. Ralph Cooper Hutchinson, president of Lafayette college. Dr. Hutchinson warned against those leaders in the field of economic security whom he called "the impatient disciples of force and political power", saying that "they will make men secure whether men want it or not and by methods of mass compulsion regardless of the convictions of those masses."

have suffered the past quarter century. This radicalism was bent on social progress and welfare but always by compulsion, never by the slow program of persuasion. Hence its compulsions called themselves liberalism but were in the direction of tyranny and slavery, were and are fundamentally reactionary and anti-liberal quite regardless of the nobility of the objectives.

We reach the nadir of human freedom and the apex of human enslavement in soviet communism. Here the ultimate objectives are for the most part good. They probably in-

Congratulations

to the members of the National Association of Life Underwriters, on the occasion of their Sixty-fifth Annual Convention, for their continuing and effective efforts in advancing the standards and scope of life insurance sales and service.

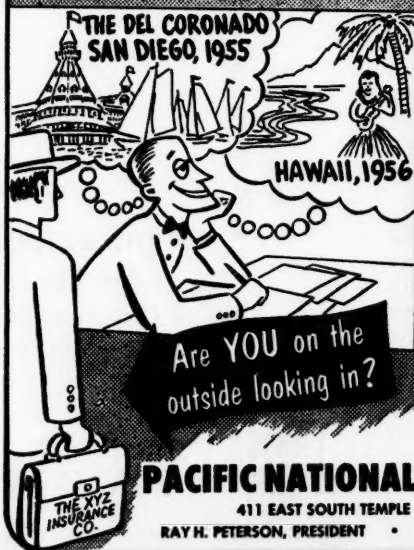


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clude racial equality, classless society, economic justice, social security, scientific progress, and world peace. But any recognition of such is almost stupid in view of the means adopted for the attainment of the professed objectives. These means are the conquest of the nations of the world by brutal and ruthless terror and by force unequalled in history by all of its Ghengis Khans; the conquest of man himself through the terror of liquidation, torture, internment camps, forced labor, and slavery; the conquest of the human mind through the perversion of education and instruction, the delineation of research, the promotion of false propaganda; and through the mass brain-washing of the millions of Russia, the satellites and of Asia. Whatever the purposes, the method is the ultimate in the ruthless use of unmitigated forces the purpose of which is the control of mankind.

Evil Prophecy

Even that control is not enough. Their greatest philosopher (Bernal) implies all the above measures plus, when he says,

"We shall find many new dreams of controlling life to an extent hitherto undreamt of. . . .

"The new techniques of tissue and organ culture make us feel that at last we are beginning to understand, and at some time may be able to mould, the development of living matter. What such control could mean to mankind cannot yet be imagined. . . .

"Genetics furnished us with another quite independent means of modifying life through selective breeding, and even by the creation of mutations."

In summary, it is not enough to control the world, the nations, the mind of man through the horrible power of science but now we must plan to control in advance the nature and form and thought of the unborn generations.

I want to summarize this by taking another of Bernal's sentences and interpreting the same, either correctly or incorrectly, through the addition of two words: "The socialized integrated scientific world organization is coming" . . . by force!

. . . and by Contrast

By contrast with this rising tide of force, we can appreciate the significance of those who also seek the establishment of justice and righteousness and peace but who do so by persuasion. This is the teacher in his classroom, the researcher in his laboratory, the writer in his study, the preacher in his pulpit, the business man selling his merchandise, the manufacturer producing something which is better at less cost. This is the politician trying to persuade the legislative body or the electorate of the validity of some policy. This is that great part of free enterprise in which free men are taught, exhorted, persuaded, "sold" on something. It is the process by which a free man is finally convinced of this or of that. In a broad

Ohsner Tells How to Create Business Insurance Prospects

Agents selling business life insurance must take their knowledge of the subject and go out and create prospects, C. S. Ohsner, independent producer, Columbus, O., advised the second general convention session of National Assn. of Life Underwriters. Creating a prospect is entirely different from finding a prospect. In one instance the agent is dependent on luck or on something else; in creating the prospect, he is dependent on himself.

To create the prospect the agent must take himself and his knowledge and walk into a place of business in his town and say that he

C. S. "Red" Ohsner opened his independent brokerage office in Columbus, O., in 1946, after 16 years with two companies as an agent and three with a third as general agent. His average sized case is approximately \$100,000 and 95% of his production is in some form of business



C. S. Ohsner

life insurance, on which he writes extensively and speaks frequently. A former Ohio State fullback, he is on the staff of the Purdue Institute. He addressed the general convention session Thursday morning on "Business Life Insurance in Today's Market."

wants to talk over the subject of business life insurance. The prospect will probably say he isn't interested and the agent must then point out that even if he isn't interested in life insurance, he must be interested in his business and if so he must be interested in what will happen to that business six months after he, the owner, is dead.

Emphasize how simple business life insurance is, Mr. Ohsner advised, pointing out that the only thing the agent must know is how the business is controlled—sole proprietorship, partnership or corporation—and the value of it. Show the prospect that business life coverage must be basically sound regardless of what the present or future tax position may be.

But, he said, both income and estate taxes work to the insurance buyer's advantage because income taxes reduce profits. This means less money available to purchase a business and the federal estate taxes force the sale of a business.

use of the term it is the evangelization of the world through reasoning, education and the progressive discovery of truth.

(CONTINUED ON PAGE 20)

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How Estate Planning Cases Grew

(CONTINUED FROM PAGE 4)

ginning of a continuing business relationship; that you will keep him posted on developments in the insurance field that might in some way affect his estate-building plans; that you are available for questions or discussion any time he wants to telephone you; and that you plan to periodically review his financial growth and his progress on his estate building because you want to see him take advantage of every opportunity as the years go by to build the kind of financial security he wants for himself and his family. In other words, offer to serve as his insurance counselor and then proceed to act like one, from that day forward.

There's nothing earth-shaking about any one of these three steps. You've doubtless tried them all, but the surprising thing is how many times doing the simple things results in packages being turned into programs and programs into estate plans. May I take you with me to look in on several young men and women who became estate planners?

And notice, please, that it was the policyowner in each case who got excited and became the builder of the estate,—not the agent alone.

It is 1944 . . . a young woman owns a \$1,000 policy; her husband is overseas in the army medical corps. She is not insurance-minded; in fact she is somewhat sarcastic in her quips about insurance salesmen. We worked hard to sell her a small endowment and followed the three-step procedure we had set down for ourselves—fact finding sheet; picture of what could be accomplished with a \$25,000 coordinated insurance estate on her own and her husband's lives; made it clear that we planned to review her financial growth periodically. Followed through with little success until 1946. But 1946 to 1954 saw five additional policies in their estate for a total of \$65,000 and four referrals resulting in seven sales.

It is 1945 . . . a young law clerk owns several small policies, one bought when he worked part-time at the home office of a large insurance

company. We sold him a small family income type contract and showed him what could be accomplished with eventual ownership of a \$40,000 insurance estate. We suggested an option on the entire amount with a definite timetable for conversion of such option to equity-building insurance. Followed up with periodic reviews. Estate was built to \$40,000 by 1950 and to \$100,000 by 1952. You see the law clerk had become a partner in one of the country's outstanding tax attorney firms.

It is 1948 . . . a hot August night. A young doctor earning \$120 a month in residency and his wife sit discussing their dreams of the future. We suggested to them a \$5,000 ordinary life policy and after much double checking of their small budget they agreed they could swing it—on a quarterly basis. We followed our three-step procedure; fact finding sheet; picture of what could be accomplished with a \$50,000 insurance estate, laying emphasis on living values. The couple laughed at our audacity in even suggesting that they look at a \$50,000 insurance estate . . . we laughed with them. It was ridiculous, wasn't it? The follow-up file shows, however, that by 1949 an option had been taken on the entire \$50,000, it was converted to equity-building insurance by 1952; by 1953 the estate picture was adjusted upward to more closely approximate the standard of living this young doctor had established for his family. And in April, 1954, we had the pleasure of delivering an additional \$50,000 to complete an estate plan that had been laughed at by all concerned back in 1948.

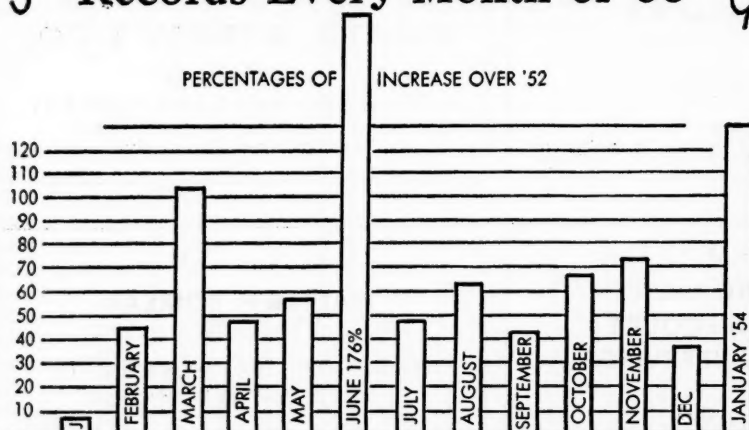
It is 1950 . . . a young woman doctor starting in practice—sharing an office—in debt for equipment—owner of one small policy. We tried hard to sell her another but no sale. We decided to follow the three-step procedure anyhow and showed her

what could be accomplished with a substantial program combining non-cancellable health and accident insurance and flexible retirement income insurance. Assured her we were satisfied she was unable to start a program right away but also assured her we were available—as close as her telephone—and would review her financial growth regularly. We did Result: By 1954 she had built her security plan to \$500 a month in income replacement in event of illness or accident and \$500 a month for retirement.

In closing, may I point out several things these people had in common:

1. All were in low income brackets at the time of the first sale.
2. All had bought their first policy from some other agent in some other company.
3. All laughed at the audacity of an agent even suggesting that they would ever be able to even consider owning a \$25,000—\$50,000—\$100,000 estate.
4. All were given the opportunity to take an option on whatever part of the estate plan presented they felt financially unable to support on a permanent basis, but with this suggestion went a definite suggested time-table for conversion to equity-building insurance.
5. All were urged to telephone me any time, especially whenever an agent of some good company presented a special policy for their consideration, so that together we could decide whether or not it fitted into their long-range estate planning.
6. All received regular check-ups on their financial growth and the assurance that "Rome wasn't built in a day" and neither could they expect their own financial security to be built except bit by bit but continually being built nevertheless.
7. All got excited about building their estates and as a result proved to me that estate planning *does* start with the first \$1,000 policy.

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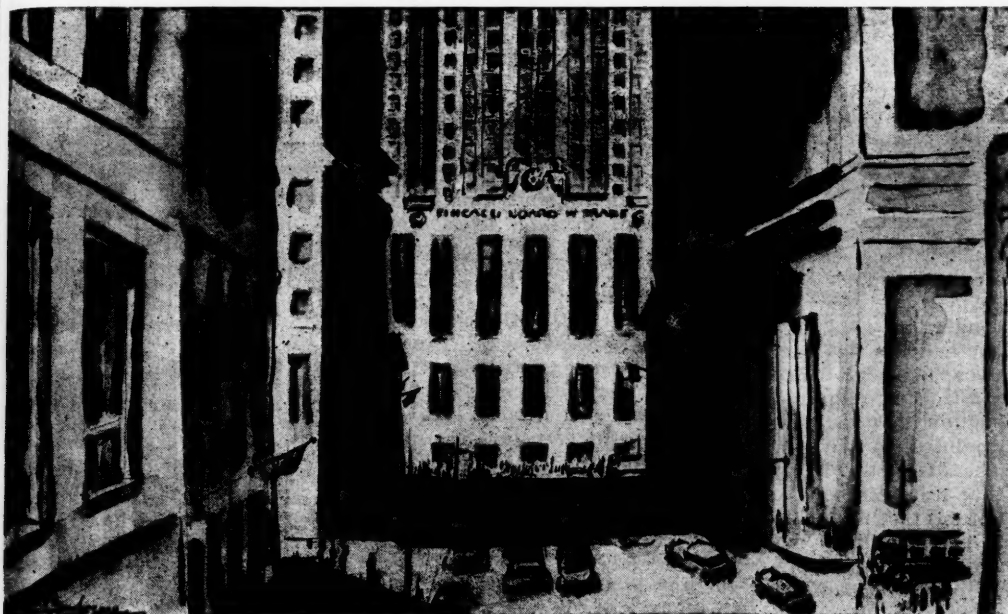
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(CONTINUED FROM PAGE 4)

—with the changes in the internal revenue code—been multiplied by the number of our policyholders. Can you think of any of your policyholders who do not need service at this time?

A major in the air force, who was visiting in our city, recently came to our office to have his policies reviewed. One of these policies was with our company. The major had been out of the U. S. for two years and had had no opportunity to have his policies serviced. We soon discovered he did not have world-wide aviation coverage without which his policies were of small value. After showing him the inadequacy of his protection, he bought \$25,000 additional insurance with world-wide aviation coverage. I had never met this man before nor did we have any mutual friends. He told us he bought from us because we impressed him with our sincere desire to help him and not with an apparent interest of what it would profit us.

Quoting from Don Blanding's *Joy Is An Inside Job*. "It's not so much how far you go, as how much you see. It's not so much how much you see, as how much you learn, from what you see. It's not so much how much you learn, as how much you do with what you learn from what you see, as you go—wherever you are trying to go."

A doctor policyholder in our company moved to Oklahoma City about eight years ago and his name was referred to me as service agent. I learned he did not have the premium waiver and double indemnity on his

policy. Upon appointment, I found he knew very little about insurance. He applied for the features on his policy with us and for a sizeable amount of insurance at the same time. He has bought more insurance from us since that time besides being one of our best centers of influence. Nothing unusual about this you say? Well, no, but just another instance of service paying off.

No doubt, most of us have given much much time in helping veterans with their insurance problems. I think one of the most interesting experiences in connection with G. I. insurance I have had was this one: A widow of a veteran and a friend of mine came to me with the disturbing information that the government had refused to pay the death claim on her husband's \$10,000 G. I. policy. The reason for refusal to pay the claim was that the policy had, according to government record, lapsed for non-payment of premium. Her husband, incidentally, was no longer in the service. This woman had business sense. Many of us women do—honestly. Due to the fact her husband had died of lung cancer after several months illness, she had been especially careful about paying insurance premiums, keeping all relevant information. We secured photostats, etc., and with just one carefully written letter, including complete and authentic information, she received payment of the claim.

What happened to me as a result of this? Well, over a period of seven years \$60,000 insurance on her life and the lives of her two children. Not a big deal, of course not, but

good business as a result of unselfish service.

Illustrations such as these and better are common to all of you, I am sure. After all, most talks and panel discussions at conventions are a review of the fundamentals which we know but the importance of which we often forget.

I am sure many of you, as did I, read and greatly appreciated the article by Robert L. Walker, vice-president of NALU titled "Let Him Be The Servant" recently published and reprinted in *Life Association News*. Without Mr. Walker's permission, but I trust with his approval, may I quote from it: "The service concept knows no company boundaries. Cooperation in the policyholders' best interest, between competing agents as fellow members of NALU is proverbial. . . . Among life insurance practitioners both in the field of selling and in the executive and administrative departments, there are those who seek first their own personal advantage, and there are those dedicated to a service concept, who place absolutely first the best interests of the policy owner of any company, and who render to him that service and that consideration which, in the same circumstances, they would desire for themselves."

Service sells—no matter what the type of merchandise. Service sells insurance—and we women consider these services privileges and not just responsibilities.

We can never afford to become complacent about our business regardless of our financial success, but must ever be alert to our opportunities for unselfish service through which we give of ourselves to our clients freely and honestly.

State Law Group Backs Outlawing of Tontine Policy Sales

Report of state law and legislation committee, Oren D. Pritchard, Union Central Life, chairman.

Again we are faced with a big year in the field of state legislation, a year when some real accomplishments can be expected. Forty-four state legislatures convene in 1955, which means that our legislative committees in those states have a job cut out for them. Their success will be directly proportionate to the amount of advance planning that they do, and the amount of effort that they put into carrying out those plans.

In 1954 only 11 states met in regular general sessions, so that the majority of our committee has been working on plans for 1955.

[Editor's note: At this point in the actual report there is a state-by-state summary of legislative activities.]

Agents' qualifications and licensing legislation: The ever present desire for better qualified field men is no less than it has been in the past. Career life underwriters have in-

sisted in the past, and will continue to insist, on better agents' qualification laws and on more strict adherence to and administration of those qualification laws that have been adopted. It is certainly in the interest of the policyholders of this country that they be served by the best qualified men that it is possible for life insurance companies, through their managers and general agents, to present to the insuring public. Therefore, it behooves our associations in those states that do not have adequate laws on this subject to continue to work for the enactment of the NALU model qualification and license bill or of laws that at least incorporate the fundamental features of that model bill.

Tontine Policies: At the midyear meeting, NALU's legal staff was instructed to draft a suggested form of bill, expressly outlawing the sale of tontine and semi-tontine policies, and to present the bill to the National Assn. of Insurance Commissioners for approval. These instructions have been carried out and the proposed bill is now being studied by the NAIC committee on laws and legislation, which, we are hopeful,

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will make a favorable report there-
on at the forthcoming midwinter
meeting of the NAIC. Meanwhile,
we recommend that the board of
trustees and the national council go
on record as specifically approving
the proposed bill in the form in
which it is set forth in exhibit A,
shown below.

EXHIBIT A

Suggested Bill Outlawing Tontine, Semi-Tontine, or "Jack Pot" Policies

Notwithstanding any other
provisions of the Insurance Code
to the contrary, no life insur-
ance policy other than Group
Insurance and Fraternal Insur-
ance shall hereafter be delivered
in this State:

- 1) Which does not constitute
the entire contract between the
parties and which does not pro-
vide in the contract the amount
and manner of payment of ben-
efits, and the consideration there-
for.
- 2) Which contains a provi-
sion for the segregation of pol-
icyholders into mathematical
groups and providing benefits
for a surviving policyholder or
policyholders of a group arising
out of the death of another pol-
icyholder or policyholders of
such group, or any other similar
provision.
- 3) Which contains a provi-
sion providing benefits or values
for surviving or continuing pol-
icyholders contingent upon the
lapse or termination of other
policyholders, whether by death
or otherwise.
- 4) Which contains a provi-
sion that on the death of anyone
not specifically named therein,
the owner or beneficiary of the
policy shall receive the payment
or granting of anything of value.

We also recommend that associa-
tions in those states that do not
presently have laws clearly prohib-
iting the sale of tontine and semi-
tontine policies promptly take steps
to bring about the enactment of this
bill.

Group Life Insurance: We wish to
remind the NALU membership of
our association's policy to press for
the enactment of the NAIC group
life insurance definition and *espe-*
cially, the \$20,000/\$40,000 amount
limit formula contained therein, in
those states that do not now have
statutory maximum limits on the
amount of group life insurance that
can be written on a single life.

**Tie-In Sales of Insurance and
Securities:** It will be recalled that as
a result of the great concern ex-
pressed by our membership at and
prior to the midyear meeting over
the growing practice of certain com-
panies to write decreasing group
term life insurance coverage for in-
stallment purchases of mutual fund
shares, President Gilmore appointed
a special committee to draft ap-
propriate remedial legislation to pre-
vent the tie-in sale of life insurance
and securities and to present such
suggested legislation to the National
Assn. of Insurance Commissioners at
the latter's annual meeting in June
for approval. A suggested bill (in

the form set forth in exhibit B,
shown below) was drafted by the
above-mentioned special committee,
working in cooperation with NA-
LU's legal staff, and was presented
by the staff to the life committee of
the NAIC in June, as directed. We
are in hopes that the NAIC com-
mittee will report favorably on the
proposed bill at its 1954 midwinter
meeting.

Meanwhile, as in the case of the
proposed anti-tontine bill discussed
above, we recommend that the board
of trustees and the national council
specifically approve the present form
of the bill and that the associations
in those states where such tie-in sales
are not presently prohibited by law
work for its enactment as quickly as
may be feasible. In this connection,
we should like to point out that
while at least some of the companies
writing this type of coverage may be
expected to continue to write it so
long as it is legally permissible, we

have reason to believe that they will
not oppose legislation designed to
prohibit it. Furthermore, our pre-
sent impression—which, of course,

EXHIBIT B

Suggested Bill to Prevent the Tie-In Sale of Life Insurance with Securities

No life insurance company do-
ing business in this state shall
directly or indirectly, or by any
of its employees, agents or other
representatives, participate in
any plan to offer or effect any
kind or kinds of insurance for
delivery in this state or covering
persons resident in this state as
an inducement to, or in combi-
nation with, the purchase by the
public of any stocks, bonds or
other securities of any type.

could be wrong—is that this type of
legislation will have the support, or
at least the acquiescence, of many in-
dividual insurance commissioners.

Credit Life Insurance: At the mid-
year meeting our committee chair-
man pointed out to the national
council and the board of trustees
the large number of abuses that were
spreading in the field of credit life
insurance as the result of excessive
commissions being paid to lending
institutions and their representatives
(particularly in the small loan busi-
ness) in connection with the sale of
this type of insurance. The board
and the council then adopted our
chairman's recommendation that our
state associations should work for
the enactment of legislation which
would have the effect of prohibiting
the payment, directly or indirectly,
of any commissions, fees or other
compensation to lending institu-
tions or their representatives in con-
nection with the sale of credit life
insurance.

We again join with our chairman
in urging that this type of legisla-
tion be given prompt consideration by
our various state associations.

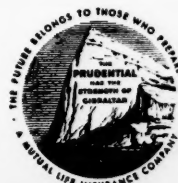
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Insurance Man with Endurance

(CONTINUED FROM PAGE 13)

tions that they were wrong, and show them how much smarter he was than they. He simply asked questions with which his objectors had to agree. And he kept on asking questions until the answers added up to just one conclusion—a *sound* conclusion based on fact.

He was a man of endurance, there is no doubt.

A famous life insurance executive said that nothing is quite as fundamental to successful selling as the two words "yes" and "no." He said that what those words mean and what to do about them in a sales interview are the sum of the education of any man who ever sold anything.

As we make our daily rounds, perhaps many of us are accustomed to hearing a "no" that we know ought to be a "yes."

It is the man of endurance who changes that "no" into a "yes," by bringing out the real facts of the case so clearly that the prospect clearly understands them himself, and is himself convinced that for his own best interest, "yes" is the correct answer.

The "Man with Endurance" knows that there is nothing to be afraid of about a prospect's "no," provided he equips himself with the information that ultimately will season the prospect's own reasoning, and cause him to decide on his own "yes."

Recently, I was honored with a promotion by my company, for

which I am truly grateful, and which I regard as the passing of another milestone along the path that my ambition takes me in the insurance business.

I'm not in any sense among "the brass" of our district. I don't count my duties as primarily a desk job, although my responsibilities are supervisory. I like it; but I don't think I would if I did not continue to have the opportunity to meet prospects and to sell life insurance to those I know need it. It is a daily challenge that adds zest to life and which, I hope, will continue to keep me healthy, may make me relatively wealthy and ultimately, too, I hope, wise.

A little less than four years ago I stood on a corner of the downtown section of Bridgeport giving serious thought to a problem that had been bothering me for some time — my future.

At the time I had a job in a local factory. I had no complaint about the pay or the hours or the working conditions; yet I felt that I wasn't getting anything out of the job, except a living, of course.

All day long I operated a machine which punched out big holes and little holes in metal parts. The machine was a marvelous invention. It did the work perfectly. All I had to do was to be alert enough to see that it kept running properly, and to put in and take out the pieces. You can imagine how much technical knowledge and skill a man needed to

watch a machine punch holes!

Here was a job; a job which, as I saw it, offered no challenge and no future.

The importance of this is that it was this situation that produced the mental attitude that I brought with me to the profession of life underwriting.

My father has been an agent and an assistant manager of the John Hancock for many years. I not only admired and respected him but I also thought there was much that was appealing about his work. But, as a result of many conversations with him about the insurance field as a possible career for me, I called at the Bridgeport district office.

It was there that I found the answer to my problems about where I was going and what I was going to do in life. I found an occupation which presented a new opportunity for achievement and a new challenge every morning of the week.

I found a job in which I was urged, coaxed and pleaded with, as well as instructed by experienced and resourceful superiors, to earn as much money as I could. There was to be no limit to it!

I found in the district organization, under the supervision of my district manager, Thomas S. Silva, and his associates, people who were willing and capable of training me for the opportunities this service profession has to offer. I found a company which supplied me with every sales aid and device, from the "pre-approach letters" to the various forms of calculators, everything that could be needed to promptly and

properly furnish the answer to every problem of the insuring public. These elements fired my enthusiasm, and I was eager for major attainment.

My work as an industrial insurance agent was entirely in the field, and consisted of contacts in "the house next door"—an endless-chain operation.

While collecting my debit, I early developed the practice of continually seeking information from the people on whom I called to collect, about their neighbors.

I sought any available information on the age of the parents, the number and ages of the children, and how much existing insurance they might have. Through the present policyholder, I endeavored to establish a contact, to facilitate a friendly visit with a neighbor.

Many times I have sold a policy as a result of the circumstances that a neighboring wife was having coffee in the kitchen with my policyholder when I called at the back door to collect the weekly premium.

This is a situation I like. I immediately start a "fact-finding interview" with the neighbor which is conducted in a friendly, pleasant and informal atmosphere. If possible I enlist the help of my client to persuade the neighbor-prospect. Often the sale is made right there and the husband usually approves, for the wife—if properly and completely convinced—is of the greatest assistance in selling the husband. Many times, a sale that would have been impossible, has been completed successfully because I first was able



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to obtain the cooperation of the wife. Another source of prospects I find right in my own records—the family history section of the application for insurance. Instead of getting just the age of the prospect and his or her brothers and sisters, I also request the names and addresses of the brothers and sisters, their occupations, marital status, number of children if any, what existing insurance they may be carrying, and whether or not they are homeowners. This information produces an endless supply of very productive prospects.

When calling on a prospect I have found it more effective to call at the back door especially in the daytime, because of the distracting competition of television. The television usually is in the living room. In the kitchen, it doesn't interfere. This gives me an opportunity to start my interview in a more relaxed atmosphere, at the kitchen table, away from the interruptions of television programs. It is also easier to eliminate the interruptions of the children who are usually very active, after school or in the early evening hours.

I have found that there is a definite advantage when submitting the proposition to your prospect, to state the premium-deposit as a weekly figure rather than quoting an annual rate. Most people are paid weekly and can better visualize payments if they are in amounts that fit into their weekly budgets. I also

have found that it is advantageous to present a contract in as simple language as possible. Many times sales are lost because people just do not understand the legal phraseology and they are reluctant to show their ignorance by asking questions.

The rewards that a life underwriter receives are not all financial or material. I never have derived greater satisfaction from anything I have done than my part in a demonstration of the benefits of life insurance at work.

Soon after I started with my company, I sold a family income policy to a young man. Two years later, he was suddenly stricken ill and passed away in a very short time, leaving his wife with three small children to bring up.

Friends and neighbors called to offer their condolences and sympathy. No doubt they would have liked to do more but all of them had their own financial problems. I, too, called to express my sympathy, but, unlike the friends and neighbors, through the John Hancock check I brought with me the assurance that the family's financial requirements would be cared for for several years to come.

The president of our company made a very wise statement when he said, "the goal you set today can, with firm conviction, become the record you achieve tomorrow!" My goal was set for me in the mental attitude created by my past vocational experience, in the enthusiasm

Hutchinson Addresses CLU Dinner

(CONTINUED FROM PAGE 15)

Between the two methods there is a wide chasm fixed. Between them lies an issue deeper than communism, deeper than fascism, deeper than military conquest. The armies of force and those of persuasion struggle against each other. The tides of battle rise and ebb. But usually force wins because persuasion and education are so slow.

But the captains of persuasion are on God's side insofar as we can understand that which is beyond human knowledge. We know that God has all power, that He could have made society on this planet into the mold of His wishes, that He could have made each of us pure and righteous, full of knowledge and virtue. All too well we know that He did

generated by the training and cooperation of the agency department, and in the challenge of our responsibility to the public.

We all have our goals. A challenge confronts each one of us.

It will be a long time before the breadwinner of every family has an insurance program that can in any way be described as adequate.

When that goal is reached, it will be reached through the tireless efforts of the men of endurance, the life insurance underwriters.

not do so, and that neither we ourselves nor the activities of our social order are as the God of mercy and truth would have them. Then it must follow that the God of all power withheld His power and refused to exert force. In some divine preference He apparently chose to use the long, slow method of pleading, instructing, admonishing, inspiring and teaching. This left us free men morally—faltering, erring, groping. But some there are who listen to the teaching of God and seek the truth. There are those that find.

There is a great picture of this God of power renouncing force and seeking to persuade men. It is in the book of Revelation. This is the picture—"Behold I stand at the door and knock. If any man will open, I will come in to him, and I will sup with him and he with me." This God will not batter down the doors of the human mind nor tear off the hinges of the heart. All He will do is stand and knock and if any man will open, He will come in.

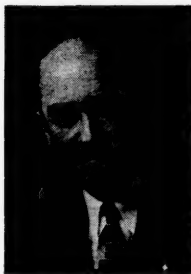
Gentlemen of the American College of Life Underwriters, your task lies in that area of life having to do with economic security of the individual citizen. Within that field there are two opposing movements. There is that which is manned by

(CONTINUED ON PAGE 36)

Greetings

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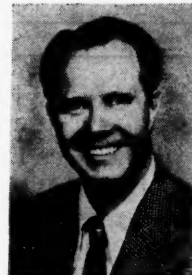
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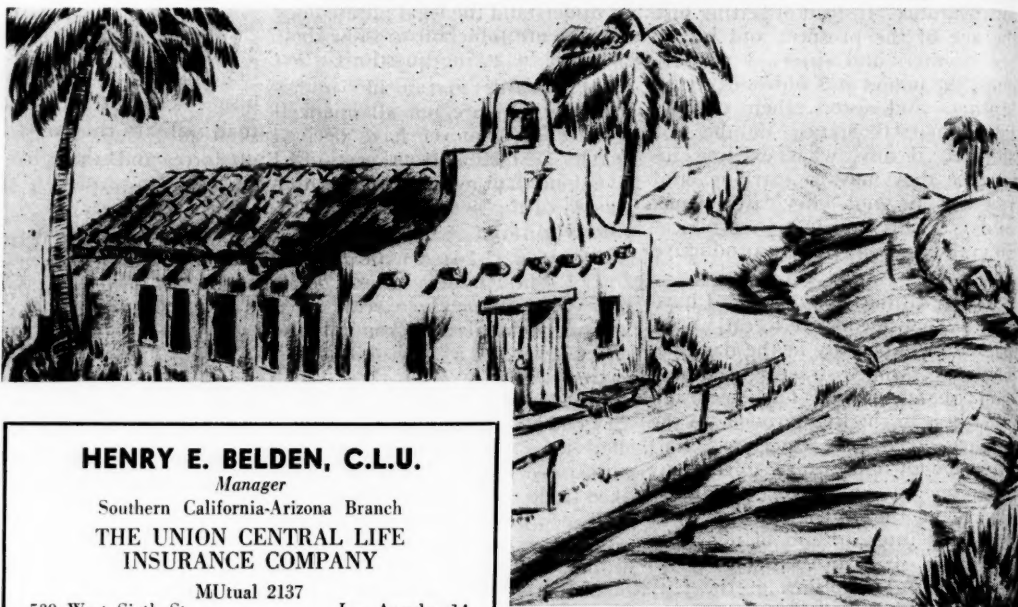
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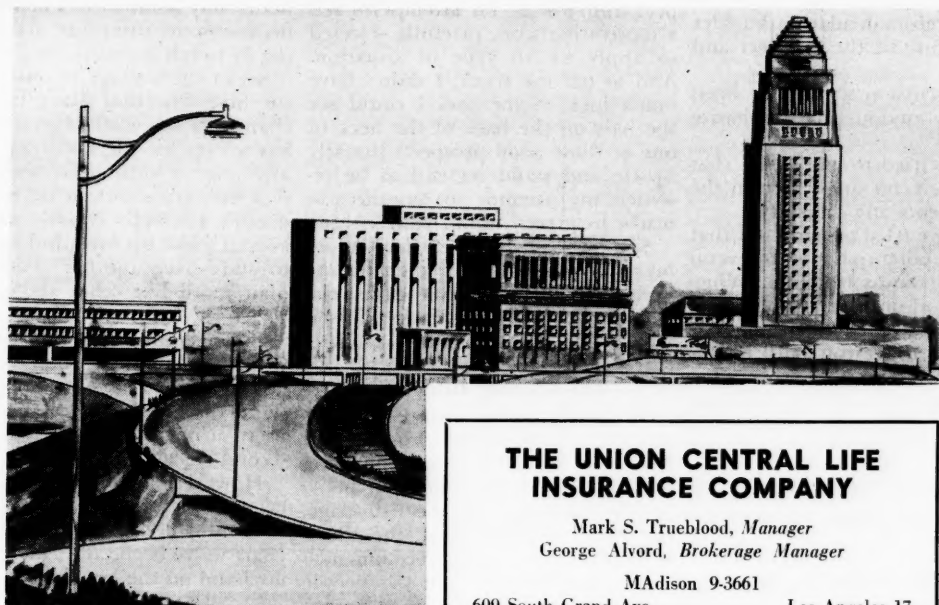
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7-Step Simple Programming

(CONTINUED FROM PAGE 12)

(Placing a sample recommendation booklet before him—the content of this booklet is discussed in step #6.)

"And the third and final step, Mr. Prospect, is that for my policyholders, I prepare bound audits of their programs which are kept up to date through the years and which show them at all times exactly how they stand. Naturally I couldn't show you anyone else's—but I can show you my own and it is just like the ones which I prepare for my clients. (Placing the audit of my own program before him.)

"Now, Sir, does this three-step process—of getting the facts, setting up written recommendations based on the facts, and then following through from year to year with the up-to-date audit—seem to you to be the logical way to go about the planning of your own affairs?"

It takes about two of these 10-minute demonstrations to get one fact-finding interview.

The Fifth Step

The fifth step, then, is the fact-finding interview.

As I conduct it, it's the easiest part of the seven-step process. All I do is take one of the printed survey forms, read the questions and record the man's answers.

The sixth step is the preparation of the recommendation booklet in my office.

Though each booklet is individually typed and looks like a tailor-made job, actually they all follow a pattern. The patterns are mimeographed in advance and I simply take one of them, check the items I want copied, rough in the charts, and turn it over to a girl to type up the finished booklet. My share of the work doesn't take over 20 minutes. Remember, I'm not talking about the rich man with a complicated estate to plan—I'm talking about the young man with, for the most part, his estate still to create.

The seventh and final step is the

closing interview during which we review the recommendation booklet in the presence of the prospect and his wife.

In my discussion so far I've been particularly anxious to emphasize two points.

First, I've tried to emphasize that taken by itself, no single step in the process presents any difficulty.

Second, I've tried to point out that I gave my potential client several chances to get away from me. When I called him on the telephone, I didn't use any trick question—"Is it convenient to see you at 10:10 this morning or would 2:22 this afternoon be better?"—and at the time of my first introductory visit with him, after showing him the three steps to the programming process, again I made it easy for him to tell me that he didn't want the job done for him.

Why He Makes It Easy

I do this because I'm convinced that there are so many good men in our territories who have heard of life insurance programming and who would like to have someone do a reasonably intelligent job for them that we don't have to knock ourselves out working for the muttonhead who is not interested.

So here we are—at the end of this logical seven-step process. And if men were logical beings, we would now be entitled to expect them to sign our applications. But they aren't logical beings, are they? If they were logical, there wouldn't be so many fat doctors for one thing—nor would there be so many underinsured insurance men for another.

So our job has to be to find some way to introduce emotional motivation into our logical processes.

Remember the college man's cry?—"Candy is dandy, but liquor is quicker!" Logic is fine, but few will act today on logic alone. There is always a good logical reason for waiting until tomorrow. To get action

today, emotional motivation must be introduced. How?

I used to wait until the end of the closing interview. Then, if my prospect didn't sign, I'd attempt to tell a motivating story carefully selected to apply to his type of situation. And to tell the truth, I didn't have much luck. Sometimes I could see the hair on the back of the neck of one of those good prospects literally bristle and stand on end as he resisted my attempt to moralize, to teach, to *preach*, mind you, at him.

So now I slip it in earlier—before my prospect has had a chance to even find out how he stands in relation to his own objectives. This is what I do:

The Closing Interview

Visualize yourself in a closing interview with me. The prospect and his wife and I have been going through the recommendation booklet. We've looked at the title page, the letter of transmittal, the sheets of general and specific recommendations—put there to give the people a chance to agree with me on minor points which won't cost them any money—and now we've reached the heart of the booklet—the first chart.

As we come to it, I turn to the good people, let's call them John and Mary, and say:

"John, here's a picture of the things you told me you would have to accomplish if you were to consider yourself a financial success.

"Now, John, has anything happened since our last visit which would make it possible for you to reduce or eliminate any of these objectives?"

And I sit back and listen to them talk. At this point I'm particularly interested in hearing what Mary is going to say about these objectives.

For let's be realistic about it. How many men do you suppose there are who, at the conclusion of our fact-finding interview, rush home, break down the door, throw their hat in the corner, run into the kitchen and say: "Oh, Mary, I've just had the most interesting discussion with an

insurance man and we decided thus and thus and thus and so?"

Shucks, no one does that. We're lucky if John tells Mary that she had better stay home next Tuesday night because some insurance man is coming in to tell his story.

So, in the average instance, this is the first time that Mary has had a chance to see what objectives John has set up for the family. And usually after a little talk, she'll agree that they are about right. But if she doesn't, I'm in for trouble and might as well make up my mind right now to start over another time with a plan more like what she thinks is smart.

But assuming that she does agree with the plan, then when they finish talking and I'm sure they understand the graphic method of review we're using, I start to turn to the second chart.

However, before the sheet has been turned all the way, I think of something else. And I go back to the chart we've been talking about, keep my hand on the booklet so that they

(CONTINUED ON PAGE 35)

Killen Describes How He Proved Success Formula

(CONTINUED ON PAGE 35)

since I have been in the business, but this meeting just brought it out by bubbling me over with it. I couldn't wait to get out of there, get back home and get to work.

I walked in our office and went straight to Mr. Lindberg's office, our manager, and told him I had to see him right quick. He said, "Come on in—what happened?" I said, "Man, I really learned something up there. I think I would like to be the Top Club president." He said, "Let me shut these doors." He jumped up and closed all the doors and gave me the soft chair in the office and said, "What happened up there and who did you talk to?" He didn't

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want to discourage me too much but he wanted to know what had happened.

I told him a few things and he said, "O.K. There is one thing you will have to do to do that. Sell over \$3 million worth of life insurance. Can you do that?" I said, "Well, I don't know." He saw that wasn't registering very much and knew that he had scared me a little and said, "Well, can you sell \$10,000 a day?" I said I believed I could. If I didn't have anything else to do but sell insurance. I couldn't do paper work, make settlement options and do the work around the house and stuff like that.

Talks to His Wife

He said, "Well, why don't you go home and have a talk with Silver and tell her what you want her to do. I'll tell you one thing. You won't have to do anything around here except get out and sell. We don't have many agents in the office yet and by golly we will all work with you. You just bring in \$10,000 a day and we will take care of the options, programs, etc."

I said that sounded pretty good. I went home and told Silver I didn't want her to argue with me or get me off the track because I was going after this business. I told her I might be gone until 12 or 1 o'clock at night but I didn't want her to ask me where I had been because I am like the rest of these insurance men. I am kind of temperamental and if you make me mad I might not be able to work the next day.

Frankly, I did have that chat with her and we agreed on some of the things, but I did have to bring in the paper and keep on taking the kids about half of the time but didn't do it too much. She was very cooperative.

Anyway, I set a goal for myself for \$10,000 a day, with the idea if it got too tough, I could back off and live a normal life. But I honestly believe if a man will set himself a goal within his means and if he has sincerity behind him and if his health and home problems don't bother him he can do about anything he wants to in this business.

Must Be in Heart

I think you really have to have life insurance in your heart to start with, and if you are going to do a little more than the average you are going to have to think big and plan big and really set your goals.

Now I don't know, of course, what they may be. They may be \$1 million, \$2 million or \$3 million, but there should be a stopping place somewhere. But I would say, set your sights high, put a goal up there that is within your reach—it may stretch you a little bit to get it—but get in and hustle a little and try to hit that goal. Know where you are going and know what you are striving to reach. It is sort of like a fire truck. The people really get out of the way when it is coming because the old fireman knows where he is going. So, set the goal high.

Gives Steps to Avoid Failure

(CONTINUED FROM PAGE 10)

mentum which will carry him through many successful interviews.

Does the man you take to your prospects have and maintain a positive mental attitude?

Successful underwriters do.

First of all toward yourself. You must have a desire to improve your knowledge and skills, recognizing the fact that you can't do today's business with yesterday's tools and expect to be in business tomorrow. You should own the product you merchandise, evidencing faith in it, and thereby securing the conviction so necessary to successful insurance selling.

Secondly, toward your company, and your general agent or manager. Express loyalty, enthusiasm and the eagerness to be of help to the organization and its members at all times. Successful men always have a sin-

cere desire and a willingness to help their fellow underwriters.

And third, toward the business. You should be motivated by a wish to help prospects solve their financial problems. Promise to give and render service. Tell your clients the only thing they need ever know about life insurance is your telephone number—and mean it. Sincerity should be the keystone of your merchandising methods because you know you have "something to sell."

I will not deny that it may be difficult to maintain a positive attitude in the face of rejections, rated contracts, or "no sales" after a hard week's work. There are, however, many opportunities available to rekindle the flame and raise your morale. Continuous study through company courses, LUTC class, CLU,

and on-campus training at either of the two institutes of marketing at Purdue and Southern Methodist offer opportunities to improve knowledge and rebuild enthusiasm.

Attendance at agency meetings, company conventions, and life underwriter association meetings will enable you to rub elbows with other successful producers and expose you to effective sales ideas which work so well for them. Stimulating and time-tested strategies, employed by top salesmen, are at your fingertips through subscription to any one of a large number of good insurance publications.

There are constant opportunities for you to reaffirm your faith in a life insurance selling career in every locality. Maintain a positive mental attitude.

Does the man you boss—yourself—have a goal?

Successful underwriters have one. Vision is indispensable to progress, and a goal, or quota, provides that vision. This does not merely



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We could present a typical
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Meet him now... **GARELD WHITLAW**

of the Malcolm C. White Pacific Mutual
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... with Pacific Mutual since 1932.

Million Dollar Round Table Qualifier 1953. National Quality
Award Winner since 1948. Top-Star Member, Pacific Mutual Big
Tree Leaders Club; and member Pacific Mutual Million
Dollar Club with over three million in force.

Alumnus, Oklahoma Agricultural & Mechanical College. Three years
active duty with United States Navy (including serving as
Chief Insurance Officer, 7th Naval Dist.).

We salute you, Gareld—and along with you the entire N.A.L.U. membership!



Pacific Mutual

LIFE INSURANCE COMPANY
Home Office—Los Angeles, California

Life • Accident and Health • Retirement Plans • Group



mean sitting down once a year and throwing together some figures, haphazardly, to satisfy your general agent or manager with the fact that you are doing some planning.

Carlyle very aptly described the necessity for planning when he said, "Our main business is not to see what lies dimly at a distance; but to do what lies clearly at hand." This implies getting goals down to a practical level and establishing them through a three-step process. First, you must keep a record of your daily activity so that any quota will be both realistic and attainable. It is impossible to establish a sound work plan unless you are aware of the nature of your efforts in the past. In other words, when you start to set your goal for next year you have to know "where you have been."

Secondly, the records you have kept must be analyzed. This will enable you to determine how you are going to get to your goal. It is

a simple mathematical calculation for the man who made 750 calls resulting in 400 closing interviews and 80 sales last year to know exactly what he needs to do this year if he wants 100 paid lives. Without records an agent may find himself wandering aimlessly in a non-productive circle of field activity.

Third, using the analysis of your records, a sound production and commission goal can be established. Then you will not only have some place to go, but will also know what to do to get there.

Let me sum up the value of the planning phase of your operation by quoting Victor Hugo, who must have had the insurance man in mind when he said, "He who every morning plans the transactions of the day and follows out the plan, carries a thread that will guide him through the labyrinths of the most busy life. The orderly arrangement of this time is like a ray of light which darts

itself through all his occupations. But where no plan is laid, where the disposal of time is surrendered merely to a chance of incident, chaos will soon reign."

Is the man in your shoes a prospector—every day?

Successful underwriters are.

A recent survey indicated that 31.2% of the men failing in the life insurance business did so because of a lack of prospecting—and this in spite of the fact that everybody knows the definition of a prospect and has had many methods of prospecting explained to him. Robert B. Coolidge, vice-president of Aetna Life, has summed it up by saying, "Prospecting is like shaving: unless you do something about it every day the first thing you know you will be a bum." No truer words have been spoken. The quantity and quality of prospects are still major determining factors for sales success.

While prospecting is a problem, it is certainly no mystery. It boils down to having a constant flow of interesting places to go, a reason for going, and the ability to be in touch with people at the right time. Let's review those three points briefly.

Age-Change File

Have you tried using your age-change file to create a flow of work? This is one of the best, the most talked about and least used aids to uncovering "places to go" in our entire modus operandi.

Try asking your clients this question: "To whom did you send Christmas cards last year?" Each of you right now could name 10 or 12 close friends that you could fully qualify in a matter of minutes. Why wouldn't your clients and friends be able to do the same thing for you?

Use the Purdue prospecting question, "Who are two of the most promising young men you know?" The institute's students secure an average of 1.7 names each time they ask this question.

Create a flow of places to go, by studying the expanding economy, follow the money wind. Look for premium dollars on the basis of capital transfer. High taxes and low interest will not take care of people yet.

As to the second point, certainly today there is no lack of reasons to talk about life insurance to any man. Your knowledge of social security, National Service life insurance, income, estate and gift taxes, basic methods of employee compensation and various tax decisions not only provides reasons to call, but demands that you put yourself in the presence of prospects. Life insurance protects earning power; is a method of self-incorporation; is a plan for capitalizing future income; converts expended energy into future replacement dollars for that energy when it is finally dissipated. How many more reasons are needed to get out and make calls?

Proper timing, the third point, is essential in the qualification of prospects if you are to attain ultimate sales success. Statistics show that the average man buys life insurance once every five years, or putting it another way, 20% of the people in your community will buy life insurance this year. If you are going to find these people, prospecting must involve more than just some mental gymnastics. You must do something physically about the problem. A short poem I heard sums up prospecting:

Sittin' and Wishin'

"Sittin' and a wishin'

Won't improve your fate

The Lord provides the fishes

But—you gotta dig the bait."

Does the man you take to your prospects know how to open a sales conversation?

Successful underwriters do.

Obviously, when there is a reason for being in front of a prospect it is easy to plan what to say during that all-important opening minute of the sales interview. The immediate problem is to secure an interview under favorable circumstances and that is the only purpose of the approach. At this point in the process we find two separate schools of thought. Many agents prefer to utilize a pre-approach method such as a letter, the phone, or both, while others prefer to make a direct approach. It is important to use a method that works for you. Direct mail or a pre-approach letter, followed by a phone



This symbol represents security and protection

THE BUFFALO which symbolizes The Farmers & Bankers Life Insurance Company was selected for the Company's trade-mark for a number of reasons.

He is distinctively American—a true native of the Great Plains where the Company had its origin. His great bulk suggests dignity. His ton weight or more of fast moving muscle, sinew, and bone typifies the strength, the alertness, and the quality of F&B protection. His loyalty to his family and his group is traditional.

The Buffalo makes an arresting figure—known and quickly recognized everywhere. With his head lowered in readiness to charge, his figure suggests power and vigorous action.

Historically, the Buffalo, whose correct name is the Plains Bison, offers many interesting associations with the background, aims, and objectives that are inherent with The Farmers & Bankers Life. The Buffalo was faithful and vigilant in the protection of his family and herd, as is The Farmers & Bankers Life, an institution devoted to the protection of the American family. Management has always recognized that the Company's first responsibility is to its policyholder family.

For the Indians and pioneers of his native habitat, the Buffalo supplied food in abundance, and his hide provided clothing, bedding, rugs, and shelter, as does F&B through the medium of Life Insurance.

The Buffalo was not a predatory animal, surviving at the expense of others. For all his great size and strength, he sought only independence and security.

The Company is constantly on the alert, seeking representatives qualified to uphold these objectives.

The Farmers & Bankers Life Insurance Company

WICHITA, KANSAS

The key will be under the WELCOME mat...



We hope you enjoy historic Boston and that you'll have time for a visit at 19 Deerfield Street (near intersection of Beacon and Commonwealth in Kenmore Square).

JOHN M. POWELL, President • FRED R. HENNIG, Agency Vice President

LOYAL PROTECTIVE LIFE INSURANCE COMPANY
BOSTON 15 MASSACHUSETTS

call, works well with many categories of prospects.

While this is more or less of a mass elimination method and requires a large supply of prospects, it is an efficient method of operation and gets most of the preliminaries over before you are in the presence of the prospect. For example, the prospect knows your name, your company, that you're in the life insurance business and perhaps the reason for your call. He has given his consent to listen and both you and the prospect are readily at ease in the interview.

Direct Approach

The direct approach, on the other hand, provides the opportunity to capitalize upon appearance, personality, a friendly smile and a business-like manner. As you walk through the door and approach a prospect his mind takes a series of instantaneous pictures. You are either large or small, heavy set or lean, well groomed or otherwise. In a nutshell, after making a mental picture of you the prospect asks himself, "Is this man's appearance such that I should spend time with him?" "Does he appear to be the type of person who will be both interesting and profitable for me to know?"

So far so good; you haven't said anything, but the minute you open your mouth and say, "I'm Doe, John Doe of the XYZ Life Insurance Co.," the prospect begins to think of some way of getting rid of you. He immediately concludes, and rightly, that you are there to sell him something which he may know he needs but does not want to bother about now. Therefore, you must follow up the announcement of who you are and what your business is very quickly with a question which will arouse the prospect's curiosity and interest.

Curiosity is Ally

The first big job is to get his mind off of his business and on to yours and it takes more than the magic of opening a rate book to get him to lend a receptive ear to the suggestion that he purchase life insurance. One of the most important tugs on his mind is that of curiosity. Something must be said which will arouse his interest sufficiently to cause him to focus his attention on you and your ideas. And, in addition, you must be careful not to satisfy that curiosity too soon. Would these two simple sentences work as interest getters?

"I would like to get your opinion about a method of capitalizing your future earnings and placing an immediate value on them."

"I would like to share a few moments with you to tell you about a method of self-incorporation."

Several successful underwriters have told me that those statements have gained immediate and respectful attention from their prospects. They have produced the key reaction that underlies all creative selling and gets the sale started in the prospect's mind. Remember the necessity for planning your approach

(CONTINUED ON PAGE 38)

7-Step Simple Programming

(CONTINUED FROM PAGE 32)

can't get ahead, and have to pay attention to me, and say:

"You know, John, there was one other important point we should have discussed last week. I forgot to bring it up then—perhaps this is as good a time as any."

"It's the problem that comes up, in building a man's program; the choice that has to be made between flexibility and certainty."

"You see, Mary, we don't know for sure that this \$300 a month will be enough for you and the children. It could be that for some very good reason, you would like to have more money while the children are small. And if we arrange your program in a flexible manner, we can make it possible for you to dip into the fund which is supposed to give you this \$150 a month for life once the children are grown, and let you use the

money earlier instead.

"Of course, if we do that, we run the risk of leaving you with absolutely nothing in your later years."

"I had a man tell me once what had happened in his own family where that type of flexibility had been permitted."

"His dad was a small town Indiana lawyer who had once done a mighty good job of earning and saving money. He owned his own home, he had some cash in the bank, he owned some life insurance and a little farm outside the town where they lived, and he had \$20,000 in Willys-Overland stock."

"Unfortunately, he couldn't pick his time to die, and he died at a time when the stock brought only 10c on the share—so from that \$20,000 the family realized only \$200. During the depression the farm couldn't be

rented for enough to pay the taxes and it was lost, too."

But with the home free and clear, and the cash in the bank—luckily the bank in their town didn't close its doors—and the life insurance, the mother was able to keep her three sons with her and raise them decently. In fact, she was even able to send them to college."

"But by the time they were through with college, she had nothing left of her own. By then she had even had to mortgage her own home."

"Well, that shouldn't be too bad, should it? I heard a man say once that he thought the best insurance a man could have was a well-educated family."

"These boys are well educated. They have good jobs. They are able to support their mother and they are glad to do it."

"And they are *not* married to wives who complain bitterly when their husbands send home \$500 or \$1,000 a year to care for their

This We Believe

- THE NATIONAL QUALITY AWARD PROMOTES BETTER SELLING. A bonus of \$1.50 a thousand is paid each year to qualifiers of our field force.
 - THE LIFE UNDERWRITERS TRAINING COURSE IS TOPS. We pay one-half the cost for our field men who enroll for the course.
 - C. L. U. TRAINING IS PUSHED. We pay a liberal bonus for each examination passed plus an extra bonus on the final examination — total \$550.00.
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Write: G. FRANK CLEMENT

Vice President In Charge of Agencies

Shenandoah Life INSURANCE COMPANY, INC.

ROANOKE 10, VIRGINIA ★ PAUL C. BUFORD, PRESIDENT

mother-in-law.

"But he did say that things were far from happy for him and his mother.

"As he put it, only a few days before, passing through the little town where his mother still lives, he looked out the Pullman window across the tracks to her own back yard.

"He said that when he was growing up, he was sure that there was never a time when his mother wouldn't have put her head on the railroad tracks for him and his brothers if it would have done them any good—no trouble was too great for her to take for her boys.

"And that particular day, with but very little trouble on his part, he could have arranged to get off the train and visit her. But even though he knows that the main thing his mother has to live for now is the visit from her boys, he didn't do it!

"And he didn't, he said, because it's just too tough on her and on

him. For every time he does see her, she'll sooner or later work the conversation around to the money she has to take from her boys. She'll break down, cry, become a little hysterical maybe, and end by saying that—"Not a day goes by but that I pray to God that I may die so that I'll no longer be a burden on my boys!"

"If that poor old lady had even \$100 a month of *her own money* it would be literally the price of the right to live, for her.

"Do you see the problem, Mary? Shall we risk setting up your program in such a flexible manner that you might someday be faced with the same kind of problem? Or shall we run the opposite risk of tying things up so tightly that no matter how badly you needed the money, you couldn't get anything ahead of time?"

And for the second time in my closing interview I sit back and really shut my mouth.

And John and Mary will start to talk. And do you know what they talk about? Of course you do. They try to decide whether they would rather have a flexible program or an inflexible program.

And the wonderful thing about the discussion is that it makes not one whit of difference to me whether they decide on the flexible program or the inflexible program; it's the program that counts.

If a man has guts enough to do what he ought to do for his family, and do it today, then he'll have intelligence enough to arrive at a reasonable compromise between flexibility and inflexibility for him.

The Emotional Decision

Whether they realize it or not, I think that it's right here that they make the emotional decision to own a life insurance program. At any rate, from then on, it's duck soup.

We turn to the second chart. I explain that the yellow portion of the chart shows that part of their program which is, or can be, completed through proper use of their existing assets. The red portion illustrates the shortage.

We add up the shortages, if they come to \$27,616, I turn to them and say:

"Has a rich old aunt died in the last ten days and left you \$27,616?"

And they always say "no"—if someone said "Yes" someday, I suspect I'd be the one who'd die.

So I grin and say:

"Well, then, it looks to me as if you're going to have to buy that much more life insurance, aren't you? I don't know of any other way to create that capital immediately, and if the ambulance stops at your house tonight, it might be needed in the morning."

They'll hem and haw—but finally admit that they ought to have the life insurance. "But," they will say, "How much is this going to cost?"

And then I can really grin and say: "Folks, that's the wonderful thing about life insurance. It really isn't going to cost you anything. Let me show you what I mean. . . ."

Still 25% Profit

And we turn to the last page on which I've illustrated that even with as low a premium form as family income, they can still make a 25% over-all profit after getting the protection—to say nothing of the wonderful results attained with the higher premium forms.

Fellows, it works: Over a two year period, I kept track of my results. There were 77 closing interviews in which I told that motivating story after going through the seven step process. In 72 of the cases, the application was obtained and of the 72, 64 cases were paid for, approved and delivered and are still in force with 100% persistency. And right now I'm getting the bulk of my new business from repeat sales to those clients of mine.

But looking only at the first sale—the number of closes averaged 83% for an average first sale of \$18,053—good enough for me.

Helen Millett Writing More Career Women

(CONTINUED FROM PAGE 4)

interest, I say, "Now, before Thursday, I'm going to send you a letter which tells about this plan—no figures, just ideas. The figures have to be tailor-made to you. Will you get off with a cup of coffee or a cigarette and give your full attention to this letter when it comes? Thank you. I will see you Thursday."

I like my letter, and the effect it has coming after the telephone call, and in three printings, I've changed only the social security figures. Although three months of endless detail went into producing a final perfect typewritten letter which the printer photographed, and although it costs about a dollar a week to keep it going, I feel that it has been well worth-while. An advertising client of mine helped me to design the letterhead, which has dignity, is

Dr. Hutchinson Addresses CLU Dinner, Conferment

(CONTINUED FROM PAGE 29)

the impatient disciples of force and political power. They will wait no longer. They will make men secure whether men want it or not and by methods of mass compulsion regardless of the convictions of those masses.

Do not make the mistake of joining up with them simply because you discover similar ultimate objectives. You belong to a different army. You listen to the beat of another drum. You, in the field of economic security, are the disciples of persuasion and education. Their way is the easy one. Yours is hard, slow, tortuous. But your way is right.

History sustains this. Every economic security based on compulsion and force has crashed into ruins leaving men without any security. Society has yet to attain an economic system which is sound and permanent but we know enough about it to prophesy that when it is attained it will be based on intelligent, convinced participation; not upon the compulsions of slavery. This is why free enterprise still holds our brightest hopes of economic security. That is why you as insurance men must not yield to the temptations of political or economic compulsions. That is why you must study incessantly, labor indefatigably, and believe patiently. And while others batter down the doors of men and force upon them their panaceas, you must continue your task of convincing men, and keeping your profession in step alongside those others who abnegate power and force, and who knock on the doors of the human mind.

To The Life Underwriters of America

National Public Service

- (1) joins with you in celebrating another annual milestone in your history of achievement.
- (2) We invite you to join with us in celebrating our having passed our 20th milestone in service to the insuring public.
- (3) Again we congratulate you upon the service you render humanity. There are few occupations, the pursuit of which create comparable humanitarian benefits. "May your shadow never grow less."



CHAS. H. LEBER
President

Home Office
SEATTLE, WASH.

H. A. THORSVIG
Agency Vice-President

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businesslike, and feminine. The letter is really just a series of little word pictures designed to make a woman think and put herself in every picture, such as: "You may earn \$4,000 a year and in ten years that amounts to \$40,000 and not have a dime to show for it," or "The only difference between an old woman and an elderly lady is a little bit of income." I always add a postscript using the original typewriter for this, "P.S. I'll see you Thursday at twelve," to remind her of the exact time of our appointment. I value my letter because, when a woman is going into such a big thing as savings plan, she has to assimilate the idea gradually—she has to think it over, and I want her to think it over—only *before* I see her, not *afterwards*. I believe that it is a mistake to depend entirely on the interview. I like this whole sequence—the telephone approach, suggesting the idea that her friend has liked—then the letter arriving, the printed page helping her to recognize the problem. Some time intervenes. Then I appear with the solution. Often her first words are, "But wouldn't that cost a lot of money?" And then I know that her thinking is right where I want it to be.

Selling at lunch isn't ideal. I am always relieved when someone says, "Why, we can talk right in my office." But women are so easy to see at lunch, and I've learned a few tricks to save time. By ordering and getting right down to business, we can have the presentation over by the time our food appears, and we can discuss the plan while we eat. I have yet to find a better "sizzling" sentence than the approach I use: "This is the way of accumulating money." If time is short, I don't order a big lunch. Something like a shrimp cocktail, I've discovered leaves me room to write on the table; it doesn't get cold—it works out about right.

Through experience I've learned a little about the process of bringing women's minds around to where they will save a large sum of money annually. Often I am the very first person to suggest a planned savings. Sometimes I have to jar complacency with a shocker: "You have an enviable job, Marion, but no one can be 35 forever. Someday they will be training another person to take your place. Aren't you glad that you won't have to care? With social security and this plan, you can write your own ticket!" I have found that the more *successful* a woman is, the more disturbing is that horrid little fear of somebody being without funds.

We've talked about the telephone approach and the letter. As to the interview, if a woman likes the idea she tells me so by agreeing to a lot of little things. If she consents to the medical examination I know that *she is going along with me* and is seriously considering the plan, but perhaps not quite ready for an

absolute commitment. The next few minutes will answer this question. Filling in the application helps to crystallize the problem in her mind, and experience has taught me how to proceed from there. When I see that her mind has gone over to complete acceptance, I know I can now ask for a prepay and get it. But remember, many of these women are interested not at all in protection, and, at this point, I have to depend on my sixth sense. If it tells me that she is not quite ready and needs more time, I feel that casualness is the answer right here, so I ask her to take the medical and go no further because I have learned that if I can bring her the plan, showing her first a *simple understandable, good looking typewritten description* of what she can accomplish—that *when I go over that with her, the same thing* that appealed to her in the first place will appeal to her

(CONTINUED ON PAGE 41)

Concentrate on Business Cover

(CONTINUED FROM PAGE 4)

particularly important in making larger sales. Rarely are large sales made on the first or second interview. After the idea is planted, the process of germination and cultivation takes time, but the harvest is all the more rewarding.

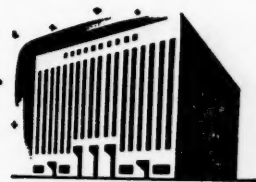
The skillful use of the "tools of the trade" are most important to the woman underwriter. In this age of professional underwriting, "technical know-how" is available to all who seek it. With the "know-how" come confidence, belief in yourself, and skill in using "third-party" influence. One of the greatest assets a woman underwriter can have is prestige with local attorneys and trust officers of the banks in the area in which she works. True we don't sell wills and we don't sell trusts as such, but if the need is there and we introduce

the attorney or the trust officer into the situation, they sell us to the prospect. This is often the quickest route to a large sale. Women underwriters in position to render this service stand out and CPA's, attorneys and trust officers accept them on a professional basis and have no reluctance in recommending their services.

Prospecting—the crux of the life insurance business—is the big problem. Anybody can sell a prospect; the proof of the salesman is changing a suspect into a prospect. Women, keen observers that they are, are at no disadvantage here. The most desirable prospects for large amounts of insurance come from centers of influence who are sold on the underwriter. These centers of influence can do for you what

(CONTINUED ON PAGE 41)

HERE'S WHY..



Farm Bureau is one of the fastest growing life companies in the nation . . .

As a multiple line company—every auto, fire, casualty and A&H policyholder is a *life prospect*—

PLUS... . . . Flexible life plans, tailor made to fit the prospect's needs.

- . . . Liberal agents' contract including career financing and retirement program.
- . . . Sound agents' training through schools, management and publications.
- . . . Effective Sales Promotion including national ads and agents' co-operative advertising.

For a selling career offering success and security in Eastern United States, investigate Farm Bureau. You'll be glad you did.

Farm Bureau Life Insurance Company

associated with

Farm Bureau Mutual Automobile Insurance Company

Farm Bureau Mutual Fire Insurance Company

HOME OFFICE — COLUMBUS, OHIO

"NOT ON YOUR LIFE!"

... an emphatic way of saying NO. You'll get fewer "no's" if you'll emphasize LIVING INSURANCE. S.M.L. package plans are beamed at protection, not "on your life," but "FOR YOUR LIVING" — or THEIRS!

"PLAN WITH SECURITY"

THE
**SECURITY MUTUAL LIFE
INSURANCE COMPANY**
LINCOLN, NEBRASKA

WHAT MAKES A LIFE COMPANY



"One of The Best?"

✓ **1 FINANCIAL SECURITY . . .**
The ratio of surplus to required reserves in Central Life is one of the largest in the industry.

✓ **2 COMPETITIVE POSITION . . .**
Our new dividend scale initiated May 1, 1954 has resulted in an even lower net cost.

✓ **3 COMPANY . . .**
For years the Central Life has been awarded the highest rating by Best. A top quality mutual company.

✓ **4 GENERAL AGENCY OPERATION**
A contract with vested interests. Much sought after by those seeking agency management.

✓ **5 UNDERWRITING POLICY . . .**
Substandard facilities. Disability and double indemnity benefits. Juvenile policies.



CENTRAL LIFE ASSURANCE COMPANY

1896

DES MOINES, IOWA

1954

Gives Steps to Avoid Failure

(CONTINUED FROM PAGE 35)

before you get into the presence of the prospect.

Does the man making your calls use a planned presentation?

Successful underwriters do.

It is a foregone conclusion that all agents use some kind of a sales talk. It is not so important what presentation is used, be it your own, a company's, or an insurance publisher's. But it is important that it present life insurance simply, from the prospect's point of view, and in an orderly fashion.

Interpret the Product

It has been said that last year one million one-eighth inch drills were purchased in this country. Yet none of the people who bought an eighth-inch drill wanted one. What they wanted was an eighth-inch hole. In like manner, it may be said that not many people want life insurance, yet they all want the financial security for themselves and their families that it will provide. Successful selling, therefore, hinges on your ability to interpret your product in terms of what your prospects want. A young agent I know, after three months of experience in the life insurance business, was exposed to a planned presentation, "You'll Earn a Fortune." In the next 12 months he pyramided this talk into 133 paid cases for \$1,060,000 volume.

He accomplished this not because of the sales presentation, but rather because he refused to talk about mortgage insurance and confined his remarks to the provision of a home free and clear for a widow. He failed to mention educational trusts and the settlement option method of paying out the funds. Instead he talked to his prospects about guaranteeing college diplomas for their successful sons and daughters even if they might not live to witness the event. He ignored, completely, life income for a widow, but asked his prospects if they wouldn't like to have the lady who had done such a fine job of being a mother enjoy an easy chair by a radio in her old age rather than struggle with a mop pail and listen for the screech of the work whistle. He dramatized new careers at 65 rather than the intricacies of the retirement income contract. He sold people the things they wanted to buy.

Like Frog in Bowl

I mentioned earlier that an underwriter may suffer from inertia. It is an obvious fact that your prospects do. They are like a frog in a bowl of water nestling down closer to the heat, if the bowl is placed over a flame, until eventually it boils to death. If, however, someone thumps the bowl prior to the time the water reaches the boiling point, the frog is capable of jumping free from certain death. Your prospects are like the frog: they are stewing in the juice of their own complacency and slowly boiling to a financial death, unless you have the ability to thump the bowl.

What can you say that will jar them? Let me read you a copy of an advertisement that appeared in the Los Angeles *Daily Mirror*: "Would some kind gentlemen, business or professional preferred, like to help a widow (35) keep her seven-year-old son? My son needs the guidance of a man and a good environment which will modify, reflect and support his behavior. If this type of person isn't available, I must separate from my son by putting him in a home while I work. I am small, can be a true mate and will try to be a good homemaker. Who has the house for me to turn into a bright and cheerful home?" Mr. Prospect, could this be your widow?

Or perhaps you have just completed an interview with your prospect and his wife around the dining room table and they seem reluctant to take some immediate action. Upstairs, their small daughter is sleeping peacefully. Borrowing the text from an Aetna ad, you could dramatize your product somewhat in this fashion:

Dramatic Picture

"Mr. Prospect, I should like to paint you a picture of the future which you will never see. The reason you won't see it is because you have been called away, but you know the participants in this drama rather well. You see, Mr. Prospect, one of them is your small daughter and the other is young Johnny, your neighbor's boy, who is such a good friend of hers. But, as you are so well aware, small children oftentimes say things, unconsciously, that hurt, and as your daughter is riding her bicycle up and down on the sidewalk in front of Johnny's house, he yells, 'You haven't got a father'; and then, Mr. Prospect, your daughter with her pigtails hanging down the back of her neck, jumps off her bicycle, stands there defiantly and says, 'I have too got a father! It's not fair to say I haven't. Everybody has fathers—especially me! Daddy may not be here—but he takes just as good care of me as yours does. Maybe better! My mother told me so. She says all fathers try to take care of their children when they are here. But it takes a pretty special kind to look after you—even when he is called away. She says my father planned and planned and gave up things too—because he loved us more than lots of dads!' Mr. Prospect, what kind of a father are you?"

Motivation

Do mere premium dollars stand in the way of the purchase of life insurance when a man would like to leave that sort of an opinion in the memory of his little girl? Will that sort of motivation stir him from his complacency? Personally, I think that is the kind of stuff sales are made of.

Does the man you boss attempt to close a sufficient number of times?
Successful underwriters do.

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The closing process begins when you open the door to the prospect's home or office, gain his confidence and secure an interview under favorable circumstances. During the interview a problem is uncovered and fixed, and life insurance is presented as the solution. Now, the only thing remaining is to secure action. If the preceding steps were well done, both logically and emotionally, the closing process becomes more or less mechanical. It has been said that a big shot is nothing but a little shot that keeps shooting. A successful closer is nothing but a mediocre closer who keeps attempting to close. He gives his prospect a sufficient number of opportunities to buy.

Make Many Attempts

Yes, making multiple attempts to close will help improve a poor closing ratio. There are many basic techniques that make stronger closes and I like to refer to some of these time-tested, sure fire principles as the A, B, C's of closing.

The letter "A" stands for *assumed consent* and serves as a reminder to close on this basis at the completion of the presentation. The assumed consent close is beyond any doubt the most successful closing method in existence in the sales field today. Your product is good, it is the only solution for most men and there is no reason why you should not assume that your prospect is ready to do business with you now. Therefore, you ask him to buy by saying, "I assume you would wish your wife to receive the benefits of this contract if anything should happen to you. What is her first name?" This one closing idea will probably be all that is necessary in 60% of the closing interviews you have.

Bargain Appeal

The next letter "B" refers to the *bargain appeal* close. In spite of the good times we have been enjoying, the idea of securing a bargain still holds a tremendous amount of appeal to many buyers. At least it does in New York City where the discount houses are running rampant. Reference to the non-forfeiture values, the good property aspect of life insurance, equips you with the necessary appeal to the buyer's bargaining instinct. Mention the savings element in the cash value, indicate that the paid up values equal or exceed the total premiums paid in by the third or fourth year, point out the advantages of extended term insurance. The non-forfeiture values, by themselves, afford you an opportunity to take three quick swings at the prospect.

"C" helps recall the value of the *cost of delay* close. An explanation of the cost of delay is sound and basic selling, and accounts for a great deal of business today. Perhaps you may wish to sum it up as one New York Life agent, Cornie Schied, does by saying, "Mr. Prospect, if you delay your purchase of this plan now, one of three things will happen. Either you will pay more, buy less, or take a cheaper contract." Of

course, in addition to the aforementioned disadvantages, the prospect is: (1) running the risk of becoming uninsurable; (2) preventing his family from having the protection in the event anything should happen to him; and (3) keeping himself from enjoying as good a return from the plan. All of these are fundamental to the sale of life insurance and yet their importance is sometimes overlooked in the sales interview.

The letter "D" refers to *deferred income* for the prospect's dreams of his future. Appeal to selfish motivation is no doubt the second strongest motivating appeal in existence today. It is wrapped around an explanation of retirement benefits in the life insurance contract. Unfortunately, some men do not love their wives, and children and have no sense of responsibility to their families. Others realize that there comes a time in life when they can no longer afford to take a chance on losing money. In either case they

are vitally concerned with what the plan will do for them. Point out the guaranteed income at ages 55, 60 or 65, as well as the cash value available at those times. After the income-producing ability of life insurance has been illustrated, you might say, "As you can see, Mr. Prospect, this plan will provide \$100 a month income to you for life. Do you think \$100 will be enough, or would you rather have \$150 per month?" The man who had proved to be a tough prospect will often beam all over when he thinks of what the plan will do for him and selfish motivation has claimed another successful sale.

"E" brings to mind a time-tested idea that has helped to close many hesitant and procrastinating prospects. The old *examination close*. Offer the prospect a challenge—take away all of the advantages that you have been discussing. Closing on the basis of the medical examination is always a good parting shot. Indicate to your prospect that it takes more than money to purchase

this plan, and that his good health is of major importance. You might say, "You look mighty healthy now, Mr. Prospect, and there certainly shouldn't be any reason why this plan would not be available for you. However, I am not the man to determine that. Could you see the doctor this afternoon at two or would tomorrow morning at 10 be preferable? In this way we can ascertain if my company will offer you this excellent plan."

If your presentation has held any appeal at all, these five closing devices, the A, B, C's of successful closing, will help you successfully consummate the sale. You will tremendously improve your present closing ratio if you will only remember to ask your prospect to buy once or twice more than you are doing now.

Can the man in your shoes answer or eliminate objections?

Successful underwriters can. The simplicity of the foregoing closing ideas does not mean that

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Director of Sales

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FOREST LAWN MEMORIAL-PARK

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**Big enough
and
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Fable Helped

Early in my insurance career I learned about life and life insurance selling from a story that is told concerning a modern day historian. It seems that this man was out at a party one evening and was questioned by one of his friends about how many pages he would require to record the outstanding lessons of history. After a little thought the historian responded that it would require approximately four or five pages. The following morning he called his friend and apologized for indicating that he would require four or five pages to record the lessons that could be learned from several centuries of history. His friend indicated that he thought perhaps the historian had misspoken as he felt certain that many chapters and volumes would be required.

The historian replied, "No, my friend, you misunderstand me. The outstanding lessons of history can be recorded in four sentences."

As these four sentences have meant so much to me I should like to conclude by passing them along to you.

The first lesson is "The mills of the Gods grind slowly, but they grind exceedingly fine." My talk has perhaps indicated that each and every day, as we go about our work, the mills of the Gods are grinding for us. They are grinding us toward success or failure. It would be well to note that while they grind slowly, they grind exceedingly fine. Will you be left with the chaff, the failures, or will you emerge successful?

Positive Attitude

The second lesson of history is "Those whom the Gods would destroy, they first make angry." Earlier I mentioned the necessity for the maintenance of a positive mental attitude. Success cannot be obtained without it. On those days when you think times are bad, when conditions have gotten to the point where you are mad at your general agent or manager, at your company and, perhaps, even angry with yourself, remember the second lesson of history. The Gods are getting ready to destroy you because they are first making you angry.

The third lesson of history is "The bee fertilizes the flower it robs." I thought about this particular lesson a long time and then I remembered an interview that I had with my supervisor very early in my insurance career. He called me into his office one day after I had had a rather unsuccessful week and said, "Fred, I would like to make one suggestion to you. The next time you are talking to a man about life insurance and you find that he only has one dollar in his pocket between himself and starvation, you get that dollar and put it into life insurance. Because if that man does not live to see the light of the next day the benefits that will have accrued in life insurance for his family will be multiplied many times over." It was then I realized that I had felt as though I were taking money from things my prospect needed for every day living. I felt as if I were stealing from them, rather than appreciating the fact that through life insurance I was creating the benefits to assure financial security for their widows and children. How do you feel when you ask your prospects to buy life insurance?

Final Lesson

And the fourth and last lesson, and perhaps the greatest of all, is, "Sometimes when it is dark enough we can see the stars." It would be ridiculous for me to stand in front of this assemblage and indicate to you that we might always have good times. Wars, depressions, and many other disasters on a national or international scale may perhaps plague our days in the future. However, I know that as long as there are men and women like yourselves representing this great business and answering "no" to the question, "Are you planning for failure?" your community, your city, your state and your country will always be a mighty fine place to live in. No matter how dark it may become, we will always be able to see the stars.

Career Women Gain as Prospects

(CONTINUED FROM PAGE 37)

again, and by now she is ready for it. It's become part of her thinking, even though, all this time, we have had only the one interview.

A woman will buy only what she understands. My presentation is just a good visit. Anyone can follow that does the trick, after the right motivation. "We will give \$13,000 in cash or an income of \$77 a month, every month, every month as long as you live." By 1950, when I started selling to women, (I knew I was with the finest company, that my training had been the best in the world, and I had lived a long time) women could say nothing that would shock me, very little that surprised me, and to my great joy, I found that I could often be helpful.

Wonderful things are happening to women. In five years I have seen a change, and awareness of her own worth, and earlier awakening of responsibility that delights my soul. I used to think of my ideal prospect as a gal of about thirty-five—self-sufficient, maybe an office manager, earning upwards of \$3,000 a year, with her own apartment, furniture, and car, saving money regularly and receptive to a sound idea or quietly desperate, because she was spending it all. But this year, of my some 60 cases, at least one-fourth are of a new type—girls, perhaps 25 or 26, highly-trained young professional women, mostly—many of them my daughter Sally's friends. They are clear thinking, level headed young women, fearless, adventurous—a far cry from the 25-year-old of my youth. They've lived through two wars; many have worked in foreign jobs. They know exactly what I mean when I say,

"Every woman in this world should have some little bit of independence, some one financial plan that is *undeniably her own*. Getting married is not the solution to everything. You might be right back on your own for a lot of reasons." Though this girl is earning a good salary, she hasn't had much luck in hanging onto any of it. After she suggests saving a little more than she can. We break down her budget relentlessly, and taking everything into consideration, we arrive at a realistic figure.

And there you have it! America is full of women who need financial plans, and they are ready for them at an earlier age than ever before. Because they command good incomes and often have fewer responsibilities, they can write out a bigger check than most men. Miss America will buy it:

1. She understands completely and realizes the potential of her plan.

2. If the plan is vividly presented so she can see herself as the main character of the story and can feel that it is custom made for her.

3. Since it involves more cash than a trip to Europe, or a new car, it is logical and natural that she have a "conditioning period" leading up to her purchase.

I like pioneering in this almost untouched field. Just imagine the women's market of tomorrow with each year's crop of highly trained girls increasing the numbers. I'm positive that a peak into the future would see almost every career woman with at least one savings plan. Guiding them seems to me an important and challenging job. I wouldn't miss it for the world!

Concentrates on Business Cover

(CONTINUED FROM PAGE 37)

you can't do for yourself. They sell you to the prospect before you ever enter into the situation. You can sell yourself, or you might say the sale can be made in your mind, on what a properly qualified prospect needs before you get an appointment to meet him. Current events, business trends and knowledge of tax legislation can be used skillfully in prospecting as well as in selling. Personal observation coupled with imagination alerts the underwriter to life insurance situations, not having wives, women are at a disadvantage in this method of prospecting.

There is only one possible disadvantage for women underwriters in selling insurance for business and tax purposes, and that is in the approach. Most prospects are men and we do not have the advantage of fellowship of the civic clubs and golf courses. But, once we are into the situation, once we have the prospect's picture, this disadvantage disappears and from there on out, if anything, we have an edge. Selling yourself gets you into the situation,

selling yourself of the prospect's needs is the first step in making the sale.

Successful men often like to indulge in a bit of bragging about their accomplishments, and accustomed as they are to talking things over with wives and mothers, it is easier for them to grow enthusiastic in the presence of a woman underwriter. When we have their confidence, they can admit their lack of knowledge about such things as marital deduction, section 115 (g) 3, or "transfer for value," without feeling inferior. The woman underwriter admits knowing just enough to help him discover the answer and plants the idea of what life insurance can do. We sell ourselves when we are just smart enough but not too smart!

Selling a will unlocked the door to a sale of \$195,000 insurance on the life of one of my prospects.

He was first approached in 1948; the result was, "When I buy life insurance I am going to buy it from you." In 1950, indications were that he should have been a prospect, still



Meet the V.I.P.

MY COMPANY STRESSES

THE HUMAN ELEMENT . . . I'm a very important person where it means the most to me . . . with my Company. My happy relationship with Berkshire Life is best expressed in the complete satisfaction I get from the prompt, thoughtful handling of all my business. I'm not just a name on a list nor a pin on a map . . . I'm a valued Agent with "most important" cases.

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2. If the plan is vividly presented so she can see herself as the main character of the story and can feel that it is custom made for her.

3. Since it involves more cash than a trip to Europe, or a new car, it is logical and natural that she have a "conditioning period" leading up to her purchase.

I like pioneering in this almost untouched field. Just imagine the women's market of tomorrow with each year's crop of highly trained girls increasing the numbers. I'm positive that a peak into the future would see almost every career woman with at least one savings plan. Guiding them seems to me an important and challenging job. I wouldn't miss it for the world!

Concentrates on Business Cover

(CONTINUED FROM PAGE 37)

you can't do for yourself. They sell you to the prospect before you ever enter into the situation. You can sell yourself, or you might say the sale can be made in your mind, on what a properly qualified prospect needs before you get an appointment to meet him. Current events, business trends and knowledge of tax legislation can be used skillfully in prospecting as well as in selling. Personal observation coupled with imagination alerts the underwriter to life insurance situations, not having wives, women are at a disadvantage in this method of prospecting.

There is only one possible disadvantage for women underwriters in selling insurance for business and tax purposes, and that is in the approach. Most prospects are men and we do not have the advantage of fellowship of the civic clubs and golf courses. But, once we are into the situation, once we have the prospect's picture, this disadvantage disappears and from there on out, if anything, we have an edge. Selling yourself gets you into the situation,

selling yourself of the prospect's needs is the first step in making the sale.

Successful men often like to indulge in a bit of bragging about their accomplishments, and accustomed as they are to talking things over with wives and mothers, it is easier for them to grow enthusiastic in the presence of a woman underwriter. When we have their confidence, they can admit their lack of knowledge about such things as marital deduction, section 115 (g) 3, or "transfer for value," without feeling inferior. The woman underwriter admits knowing just enough to help him discover the answer and plants the idea of what life insurance can do. We sell ourselves when we are just smart enough but not too smart!

Selling a will unlocked the door to a sale of \$195,000 insurance on the life of one of my prospects.

He was first approached in 1948; the result was, "When I buy life insurance I am going to buy it from you." In 1950, indications were that he should have been a prospect, still



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there was no interest. Three years later, the situation changed. He was a success, and every time the newspapers had something to say about him at least a dozen life insurance agents called on him. He became insurance conscious. Competition is really an asset when you consider it a tribute to your prospecting marksmanship.

A chance meeting in March, 1953, produced this result: "I am going to buy life insurance this fall, and when I do I'll buy it from you." In July, I got the facts; he operated as a sole proprietor; his net income before taxes was more than \$250,000; he didn't know his net worth; his home and some business property were in his wife's name; he thought he had a will which his wife carried around in her billfold; the wife had no will and he didn't see why she needed one. He owned less than \$16,000 insurance, including \$10,000 NSLI on a term basis, the wife owned none.

The first sale was \$15,000 to him and \$30,000 to the wife on his life; this amount was arrived at because his accountant suggested that he own about \$50,000 insurance for no specific reason, and I wanted to get him examined so I could "order out" what he really needed.

When the instrument the wife carried around in her billfold turned out to be a power-of-attorney, the GI variety, the way was opened to bring in an attorney, a will-minded, insurance-conscious attorney, and a trust officer. A consultation with this team of "experts" resulted in a recommendation that the business be incorporated, and that the corporation buy \$100,000 key-man insurance on his life. In August, 1954, another \$50,000 was recommended.

Knowledge, vision, patience, empathy and third-party influence all played a part in maturing an idea planted five years earlier.

Selling Techniques at MDRT Hour

(CONTINUED FROM PAGE 3)

cularized him and sent out a little literature, calendars, and I put my name before him quite a bit. I've just about quit calling on people unless I've had someone tell him that I'm a pretty good boy, he ought to talk to me, and I'm not going to hurt him. At least I try to get them to think that I'm going to really do them some good, all they've got to do is just see me a few minutes, and I'm easy to get rid of.

Question: You soften them up in advance then?

Paves the Way

Mr. Killen: Well, I try to pave the way a little bit. I used to go out and wait in the office and cool my heels a bit around there and they'll never get me in there to see them again. I've got to work through third-party influence, like we said. I've got to get somebody to get me in.

Question: All right now, be more specific. In your actual approach, give us your approach, how do you close the gate on your prospects? That's your term, "Closing the gate on them."

Mr. Killen: Well, I get in there and the first thing I do I tell them, "Now, I want to get you even with the truck driver. You're a young man here, and you owe it to your family to start out even with the truck driver," and he looks at me and says, "Well, what do you mean, start out even with the truck driver?" I say, "Well, a truck driver is married, with two children, on his social security he's worth about \$48,000 if he dies today, and how much are you worth if you die today?" And he says, "Well, I owe everybody in town," so I say, "Brother, you stand in a deep hole. You'd better let me help you out of that thing."

"And on top of that if you had a good truck driving job you'd have a little group insurance, \$3,000 to \$5,000. A truck driver's worth a lot of money. Let's give your kids the same break. I'm sure you want your kids to play on the same street that the truck driver's do."

Question: Now, move on to the point where you eliminate in advance the "no-money," the "friend in the business," "let's talk it over with my wife," which we all run into so often in the close.

Builds Himself Up

Mr. Killen: All right. I get in there and I go with this song and dance, and I come into the man and after I sell him and tell him I'm not hungry—I'm my own publicity agent, I've got my books there and I tell him I'm a great man and everybody gets a letter from the home office saying he's led the company for two hours or something like that, and I use that and build myself up and say, "Now, are you in a position to put away a little money if you see anything that you like here that I've got to show you?" That's one of my first questions. He'll either say, "Well, yes, I've got a little money put away," and I say, "OK, that's fine," and I close the gate on him

right there. If he says, "I don't have any money," I say, "Well, I'll go see somebody else." And I've got to see a lot of people that way.

Then, the second thing I ask him, I say, "Is there any reason that you couldn't do business with me if we uncover something here? Have you got a brother-in-law in the business or does your daddy sell it?" That thing was about to kill me the first year in the business and Reed Brinton told me, "If you'll just ask them a simple question, 'Is your mother selling life insurance?' That will save you a lot of time and a lot of hard work."

Must Talk It Over

All right. The third question, get right down to the heat of the sale, say, "Are you the boss?" Most of them will say, "Yes, I'm the boss" or, "No, I'm not, I'd have to talk this thing over with my father." I've had guys 35 years of age say, "Well, I couldn't do anything until I talk to my Dad," and I say, "Well, now here, man, it's time for you to make one decision. Let's thrash this thing out now, but if you can't let's go talk to Daddy." He's not going to hear my sales talk until I close those three gates and when I get those three gates closed, I'm going to milk the cows or he's not going to get the talk.

Mr. Earls: Someone describing Smokey as we were talking about him said Smokey walks around a guy for about 30 seconds and if he doesn't do any good he leaves him.

Well, these fellows don't show their wares unless they get favorable circumstances. They eliminate the objections in advance. He sells 270 lives a year so you know he's not wasting his time. Al Granum, why do you want prospects with background similar to your own?

Refers to Kinsey

Mr. Granum: Well, let me give you a little background about it. There's a gentleman down in Indiana at the university, I think, by the name of Kinsey who's written a couple of pretty good books and for the life insurance man who's supposed to have a reasonably liberal education already even without these midnight trips to Tiajuana, I think one of the most helpful chapters in his book is the one in which he talks about the tremendous problem which his interviewers face.

Kinsey points out that his people have to be able to go out and speak with equal ease and understanding to, say, the streetwalker in Calumet City one day and the president of the woman's club in Poughkeepsie the next day. Before his men can do that they have to understand the vocabulary, appreciate the background and vicariously at least be able to put themselves in the shoes of people in all these different levels of society.

And that's a pretty tough proposition. Kinsey tells us that starting with brilliant sociologists he still has to give them a couple of years of



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intensive training in nothing but interviewing before the men can do that. What does that mean to me in the insurance business? I'm just an interviewer. It means to me that if I want to be able to go out and speak and interview with equal ease the people, I mean with any chance of success, the people in all different levels of society and walks of life I've got to be as smart and as well trained as those sociologists of his and, Bill, I'm not that smart and not that well trained so I stick to the group of people that is approximately the same as I am, people that I do understand and that I get along with.

Mr. Earls: That's great, Al. Smokey's had a very interesting story just in the last few weeks, a human interest story and it was so good in our little rehearsal that we asked him to tell it to you.

Story to Prove Point

Mr. Killen: About three weeks ago I was working on a bunch of interns that were just about to finish up in the hospital there in San Antonio and one of these boys, a year ago he came from Tulane. He's married, 24 years of age, and I took his application for \$35,000 worth of insurance, term insurance, and I put the heat on him a little bit to get him to take it in the first place and we didn't talk to his wife so he went home and the next day I had a call at the office to cancel his application, that he didn't want it.

So I called him back on the phone and asked him if I could come out to see him and he said, "Well yeah, you come out here, Smokey, but my mind's made up. I don't want it until I finish my internship, because we don't have the money and I don't want to owe anybody any money and I don't want to give a note to anybody. So you just hold that thing. Don't be worried, I'll buy it from you when I get ready." The same old story.

'Don't Crowd Me'

So to make a long story short, three weeks ago I was up at the hospital and I was walking around there and he said, "Say, I'm ready to buy that insurance." Boy, I fell right down by the side of him and got the book out and he said, "Now, wait a minute. I want you to come by the house and talk to the wife. I'm in no hurry for this thing. I'm going to take my residency here and be here three years, so don't crowd me. Just go ahead."

I said, "OK." He scooted me out of there again. So Friday night I knew I was coming down here and I know there's a lot of boys jumping at these interns down in my part of the woods, so I saw him at a dance and he's had a few scotches under his belt and he said, "Say, I'll buy that insurance from you right now if you've got an application," and I didn't have an "app" with me, I was caught short, and I said, "Well, how about coming by to see you tomorrow?" and he said, "Well, I tell you what, if you get me a membership to this club here, I'll do that if you want to come out tomorrow."

That was on a Saturday, I think

it was. So anybody could join that club, there's no trouble and you don't have to have much money. It's a swimming club and a little pitch and putt golf course. I went in there and got the girl to give me an application and went out Saturday and I took the doctor. He lives right across the street from me and he's very cooperative and we walked out there and went into his house and sat there and his wife said he'd be back in about 35 or 40 minutes. So we sat there an hour and the doctor said, "I've got to go, Smokey. Can't we come back and get him Sunday or Monday?" And his wife said, "I'll tell you what, you all come back Monday night." She said, "We are kind of in a hurry to go out." So I said, "All right," and we took off and I called him about 7 o'clock Monday night and the wife said, "He's over at the hospital" and I said, "Well, can I see him over there?" and she said, "No, he's going into the hospital for minor surgery." She said, "He's got a little cyst on his throat and they're going to remove it."

He Has Cancer

So they went in there and operated on that man, he's 25 years of age, and he's got a cancer and it's gone in his bloodstream all ready and the boy doesn't have but \$10,000 free life insurance. I certainly say I've lost a prospect for five years, maybe forever. It's got me to where I'm going to be tougher now. You say don't put the pressure on him. Well, I'm going to relieve the pressure for him and I'm going to try to wrap these guys up and I'm going to be harder than probably you should be but I think it's going to be better for all of us, and I hope I don't let that happen to me again.

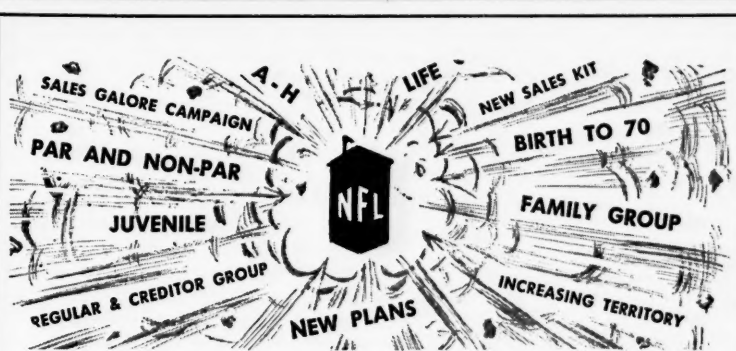
Summarizing the "profiles" talks and the question-and-answer period that followed, Moderator Earls said that several points obviously stand out as characteristic of the methods of both Mr. Granum and Mr. Killen. First, he said, they are organized. They have a process formalized under which they are going to operate. Many agents who fail to reach the level of Messrs. Killen and Granum are constantly groping for new sales gimmicks, some miraculous idea, some new system that will by itself lift them out of mediocrity.

They Are Realistic

"We probably already have a satisfactory process," Mr. Earles observed. "We just aren't using it!"

Then, said Mr. Earls, Messrs. Killen and Granum are realistic, almost ruthless with their prospects as well as with themselves. They realize they can't sell everyone. Their time is valuable, they don't waste it visiting. They are professional.

"Did you ever have an opportunity to visit a high-powered lawyer or did you ever visit, professionally, an outstanding medical specialist?" he asked. "How long does it take them to get down to business? They don't dance around with you. They don't talk baseball or swap stories. They wanted to get accomplished the job at hand. Did you like the doctor or



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the lawyer? Not necessarily. Were you impressed with him? Most assuredly. These two lads are successful enough, wise enough, yes, professional enough to recognize that everyone is not a prospect for them and they don't fret or waste time on vain hopes because they know there are plenty more prospects to be found—more than they will ever be able to see!"

The third quality of these men, said Mr. Earls, is enthusiasm.

"I went 2½ months making two presentations a day in my first year in the life insurance business without making a sale, using the same presentation that worked in the beginning and finally worked before the year was over," he said. "What was the difference? For 2½ months, I was mechanical and there was no zip in my presentation. I lacked enthusiasm. Enthusiasm doesn't have to be the warm, bubbling-over kind like Smokey Killen's. It can be refined, quiet, sincere type that Al Granum so forcefully represents."

The final point about Messrs. Killen and Granum is that they use their process regularly, said Mr. Earls. Mr. Killen has made an average of more than 200 sales a year for the last seven years. Mr. Granum, with his simplified program, has to get three referred prospects and write three letters to get one interview. In half his interview he gets sufficient facts to prepare a proposal and 80% of these result in sales with about 75 sales a year.

"Does that sound like work?" Mr. Earls asked. "You know it is!"

Mr. Earls wound up by declaring that anybody, using these four simple rules, can aspire to membership in the Million Dollar Round Table, if they want to enough.

After thanking the profiles participants, Chairman Bearden said:

"What is the secret to Million Dollar Round Table qualifications? There is no secret formula—they are just ordinary guys who are organized

—have a purpose—a competitive spirit—and are willing to pay the price for success.

"What can the Round Table mean to you? It will mean that once you have accomplished your first qualification and attended your first meeting, you will experience a thrill from your association with these successful underwriters from all parts of the country, that will inspire you to qualify each year—it will mean prestige for you in your community—increased income, and a satisfaction that you are doing a successful job.

"Many men have gone on record as saying that attending their first meeting was the turning point towards a successful career.

"Bert Jaqua, director of the insurance school of S.M.U., appeared on our Greenbrier program last year and I would like to quote his observation: 'It is the greatest driving force in the insurance industry today; it's the greatest source of upgrading; they are all wonderful guys.'

"We want to keep membership in the Round Table the most prized honor in the life insurance business, so naturally it is our responsibility to see that the standards are maintained."

Presenting George Byrnes, the 1955 chairman-elect, Mr. Bearden said:

"This is my last official appearance as chairman of the Round Table. It has been a wonderful chapter in my life and it has afforded me the pleasure of associating and working with some of the finest men I have ever known. I shall be ever grateful for this honor.

"On Nov. 1 George Byrnes will assume the office of chairman and I am confident when the 1955 year is closed, the Round Table and the entire insurance business will have benefited from the great ability and fine character of this fine person. With extreme pleasure I present to you, the chairman of the 1955 Round Table."

Yates Salutes Insurance Business

(CONTINUED FROM PAGE 6)

every phase of the life insurance marketing process. Enact time control the first hour and continue daily throughout his life insurance career, but in any event, during his entire financing period, if any. This will avoid indefiniteness, indecision, confusion, discouragement, and failure.

Let him know that while some mystery about life insurance exists in the minds of some, it is largely because it is the science of law, mathematics, medicine, and investment. Show him you are prepared to interpret and simplify it so that it becomes a most fascinating career if he is qualified for its exacting demands. Whatever you do, make sure that the men you hire are on your wave length and that you can influence them in thought and action. This will go a long way toward solving your supervisory problems. Let him know that your home office is a factory which manufactures money delivery vehicles ready to guarantee delivery of dollars. Dollars for personal, family, business, estate, and investment needs which exist before he goes to see each person. He has the high privilege and exciting op-

portunity to hold friendly discussions with several people each day in order to discover whether each one already has on hand enough dollars to satisfy all of his future needs or the needs of everyone having an economic interest in his life. If not, he is in a position to make a quotation for delivering the needed dollars on easy terms. Terms that each prospect can't afford not to at least consider.

We have assisted several men in becoming million dollar producers by really believing in getting them to believe beyond any doubt that they could bargain with life, just as each of you can, for anything they really wanted, would organize for, work intelligently for, have absolute faith in, and call upon all the strengths within to bring it about.

It is my steadfast conviction that "more men fail through ignorance of their strength than through knowledge of their weakness." However, unless we find ways and means of keeping men alerted to and exercising their God-given powers, then weaknesses, such as discouragement, poor mental attitude, fear and worry

right in terms of price and quality?

If a business is to adapt its policies and practices to the new situations that arise, it must be willing to accept the risks of new developments. In order that the risks may be minimized, however, development plans must be based upon an analysis of all the pertinent information available.

The executives responsible should be kept informed of the results of changes in their field. They must stay abreast of developments in labor-management relations, in consumer psychology, and in population growth and movement. Only by such means can the probable gains of expansion be measured against the costs and risks and a wise decision reached.

The successful general agent or manager is one who is gifted with "side vision." While attending to his own business—he is able to see what is going on around him—not only what his competitors are doing, but also what changes are taking place in other industries. He keeps an eye on the spending plans of government and on trends in the economy as a whole.

These are exacting demands. They are unavoidable, however, in an economy where innovation, improvement, and expansion are the order of the day. The men in the life insurance business who are most successful in meeting these demands will be the ones which will survive and continue to make profits.

This is the new look in selling. Let us exercise our "side vision" for a moment and—without benefit of a crystal ball—could we all look at some pertinent facts—economic, political, sales.

In spite of much talk of a buyers'

market there are many facts that point towards continued growth in our economy. In the period from 1940 through 1953:

1. Life insurance has grown tremendously in both assets and insurance in force.

2. Other forms of savings have grown at an even more phenomenal rate.

3. The increase in goods and services for home comforts and pleasures is tremendous.

We must sharpen our tools and techniques if we are to maintain our rightful place for a share of the consumer dollar—that is part of the hard new look in selling.

However, there are many factors that offer challenge and opportunity to the alert.

1. There are 12 times as many families with incomes of \$3,000 or more than was the case in 1940—27½ million vs. 2½ million. This startling fact needs little elaboration.

2. Dollars for discretionary spending in the hands of the mass of the population are five times greater than in 1940. Now more than ever before is the opportunity to broaden our base of selling.

3. As post-war marriages flourished, so did our population continue to grow. Each month the numbers added to our population more than equal a Tulsa, Oklahoma, a Norfolk, Va., or a Hartford, Conn. Anyone raising children today will vouch for the fact that they are consumers and that they certainly create business.

4. We eat better, are housed better, and take for granted deep freezers, TV sets, and air-conditioning—to mention a few things—that would have been unavailable or considered

(CONTINUED ON PAGE 46)

Clark Addresses GAMC Luncheon

(CONTINUED FROM PAGE 3)

asking themselves such questions as these: Are we utilizing all the cost-saving techniques and methods that are now available?

Is our product adapted to the needs of our customers, or should it be changed in any way to make it more acceptable? Is our product

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will take over at times and defeat them in attaining the larger objectives they were created to achieve.

(Editor's note: In the following excerpt from his GAMC speech Mr. Yates tells how he gets his agents to commit themselves to a year-long closely organized program of improvement at the start of each year.)

In addition to cooperating with each associate in planning each day, week, and month, we spend the days between Christmas and January 1st each year taking a rather sacred look at the advent of another grant of time which we hope and anticipate will be another 365 days. For 1954 most of our associates signed the following agreement — kept a copy and gave me one: *Let's Do More in '54.*

Planning

More planning: I know that performance never exceeds plans. Planning is at the foundation of every success. We live in a planned universe. Don't anticipate success in life unless you have meticulously planned it. Any plan that's worth while demands that it be written out and reviewed frequently to determine whether it should be continued or revised. "He who plans the transactions of the day will have a thread to guide him amidst the labyrinth of the most busy life." Purposeful prayerful planning packs plenty paying power. "Back of everything in the universe that goes on to completion there is a plan."

Do more to improve myself: Since one of my greatest daily privileges in life is the opportunity for self-improvement, I shall diligently try daily to broaden my intelligence along all lines; to acquire a more pleasing personality; become more interested in the lives and future plans of others and enthusiastically express this interest; keep physically fit, mentally alert and spiritually attuned; dress well; be slow to anger, quick to smile, more courteous, generous and kind. As a result of this self-improvement program, it is a foregone conclusion that I will become increasingly interesting to others, be happier and life will be sweeter; and automatically my business will be better as a secondary reason for my constant program for self-improvement.

Studying

More studying: I shall study to show myself an approved workman that needeth not to be ashamed of my knowledge, increasingly pleasing techniques and ability to release the kind and amount of definite knowledge that is required to fulfill the purpose in each of the several interviews I plan to conduct each working day of 1954.

More prospecting: Since 75 to 90% of my success will depend upon the number of quality prospects with whom I can hold comfortable interviews by telephone appointment, I will strive, through study, conferences, research and practice, to develop processes which will enable me to be actually in the presence of ambitious people with character and

means not less than four hours each working day.

More organizing: Unless I build an organized routine around every phase of my selling process, I shall be only partially effective. My efficiency will often be at a low ebb. Distractions, so ruinous to my income, will intrude. I must throw good organized effort back of each day to prevent time from slipping through my fingers without having the pure gold it was willing and ready to leave for me.

Interviewing

More interviewing: Without a sufficient number of interviews to guarantee me 50 or more applications a year, I am not only cheating myself out of income, but also cheating women and children, old and disabled men, partnerships and corporations, estate creators, estate owners whom I could have served to their advantage and mine. Therefore in 1954, I will have more interviews, which will keep me enthusiastic and happy, prevent me from ever doubting my ability, and save me from ever having a poor mental attitude. This will build up my current income and increase my pension when I reach retirement age, and ever keep me feeling that my life is being used for the greatest advantage to myself, family and others.

More inspirational reading: Inasmuch as it has been proven and demonstrated ever since the beginning of recorded history, that men who are inspired are those who keep their enthusiasm, faith, hope and timeless optimism for constant use, thus avoiding discouragement, poor moods, desultory effort, I shall engage in 15 minutes of inspirational reading each 24 hours, preferably at home before I go to work, in order to step up on my own accomplishments during 1954. I realize a man only lives when he is inspired. Only then do his greatest accomplishments take place, through the release of his hidden power. Only then are his inner resources of power harnessed and focused on objectives he is determined to conquer.

Praying

More praying:

"Let me be a little kinder.

Let me be a little blinder

To the faults of those about me.

Let me praise a little more."

Prayer brings us into the very presence of God, the Giver of Life, the Creator of all things, whose world we live in. Since He said, "The gold is mine, the silver is mine, and the cattle upon a thousand hills," and made us His only heirs to the world, whatever portion of the world that we desire and deserve can be ours through prayer, faith and work, if done in order that others may have abundant life.

"If any of you lack wisdom, let him ask of God, that giveth to all men liberally and upbraideth not; and it shall be given him. But let him ask in faith, nothing wavering. For he that wavereth is like a wave of the sea, driven with the wind and tossed." James 1:5-6

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On the occasion of the 65th annual convention,

we extend our sincere good wishes and

heartiest congratulations to the National

Association of Life Underwriters for their efforts

in furthering the doctrine that

*"Life Insurance is a Declaration of
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MONUMENTAL LIFE INSURANCE COMPANY

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Clark Addresses GAMC Luncheon

(CONTINUED FROM PAGE 44)

luxuries by our parents and grand- serve these needs. For instance in chemistry and electronics there are

5. New businesses have grown to exciting new fields opening contin-



*head in clouds
feet on ground*

Ok, we'll admit it: we've got our head in the clouds. Call us idealists, if you will, but we believe that only quality business is worth going after. Only quality business gives the policyholder his money's worth, makes a living for the underwriter, builds a sound volume for the home office. Judging by American United Life's sales records, this ideal is paying off in a big way.

But that's only half the reason for success. American United also manages to keep its feet firmly planted on the ground. Its sales tools, sales training programs and technical advice are geared to individuals with a view to making the most of each man's own abilities.

American United's ideal size makes all this possible: being big enough to be big* and yet small enough to retain the all-important personal touch.

*Assets over \$100 millions, insurance in force over \$550 millions



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uously.

These, and many other facts, are basic elements pointing towards continued growth in our economy.

On the political scene—and government today has a definite impact on our business—informed sources seem to feel that the battle line against federal pump priming of the economy is being held against much pressure—for higher taxes—higher wages by labor, etc.

The present administration does have some liberal ideas as evidenced by increased social security benefits—and interest in social insurance generally—but, the philosophy that government has a duty to promote business and economic expansion has found emphasis by the administration in stimulating business itself.

Investment Encouraged

Private business is being asked to make growth possible and expansion permanent. Investment in new plant and equipment has been encouraged through tax reforms.

There is every disposition in Washington, from all indications, to avoid panic from slight ups and downs in business on the theory that private enterprise, if given the proper atmosphere in which to operate, will build solidly and to the greatest advantage. Under the present administration we have had a better climate for business than at any time in 20 years. Certainly the changed provisions of the new tax law have provided many opportunities and new markets for our business.

Responsible people in government seem to feel that business will be better in 1955 than in the past year. If natural forces do not produce the expected growth then government may step in—but only if needed.

This should be reassuring to all of us who represent private enterprise as so clearly personified by the life insurance business.

Obviously the time allotted does not permit more elaboration on the economic or political picture, but how about the new look in the selling field as applied to life insurance today?

Must Recognize Competition

No able G. A. or manager can afford to overlook competition or his competitors. The life blood of our business is now, as it always has been, firm but friendly competition for business—for manpower—for markets.

Many in the life insurance business feel that changing conditions should be met with new selling tools—more consideration must be given to the buyer.

For that reason many companies, including my own, have introduced new lines attractively merchandised, and in some cases, aggressively advertised, in their desire to assist their field forces to secure what they may feel is their share of the market.

There are now 877 life insurance companies in the United States, nearly twice as many as were in existence at the end of World War II. We must accept this growth both as a tribute to what our business offers

as well as a challenge to each of us to do a little better. We cannot stand still—we either move forward or we slip backward.

To many in field management this aggressive competition for new business may appear at first blush to be the new look in selling. Perhaps it is new to many who have entered management in the past 10 or 15 years. Many of you who share as I do long experience in selling will recognize this very competitive era as evidence of the dynamic qualities always inherent in our business.

The public benefits from strong, healthy competition. But field management as well as home office must strenuously avoid some hazards inherent in overaggressive competition for business. Public respect for life insurance and what it stands for should not be undermined. You, as leaders in the field, will play an important part in keeping competition in proper balance. Let us show how well our product can serve the public. In this manner we build both business and public confidence.

Look at Field Management

What does all of this have to do with your job and my job? In the home offices we seek increased production not for volume alone, but more because it is a measure of a better qualified sales organization better serving the American public.

Perhaps we could take a new look at the facts of life in field management today and then you may see where your own personal emphasis may best be placed in the months ahead.

1. We need new manpower to reach our public more effectively. May I say offer as an encouraging note that never was the opportunity present for young men to demonstrate ability and move forward more rapidly than today.

2. We need to develop and train men and women who can merchandise our products and services adequately and satisfactorily.

3. We need to develop our territories, both intensively and extensively, to live up to our obligation to our business and our communities.

Companies Assisting

You may say this is quite a charge, and I agree, but let me assure you that the companies are walking side by side with field management to assist them in solving these problems.

I believe we can all agree that much more is known today about the reasons for the agent's success or failure than is known about the reasons for the manager's and general agent's success or failure because more time and attention have been given to studying this phase of the agent's operations.

A great deal has been done at the agent's level:—Just to mention a few.

1. The tremendous growth of LUTC from the initial pilot of five classes and 133 men in 1947, all in New York City, to over 500 classes in the past year throughout the 48 states and the territory of Hawaii with an enrollment of about 10,000

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2. The activity in campus training at Southern Methodist university and Purdue.

3. The fascinating and inspiring figures appearing in the silver anniversary edition of the American College on CLU results. All of us are interested in the survival of men in our business. The 94% record of the CLU organization is an important figure to remember. Perhaps from the morale standpoint one of the most significant things was that 80% of the CLU's said that it "made them better life insurance men."

4. Many companies have developed and used effectively tremendously improved company courses.

Standard Being Raised

These four, and many other factors, are evidence of the attention directed toward raising the standard of salesmanship among our field organization. This new look, both from the viewpoint of home office and field management, augurs well for the future of the man with a rate book.

What has been done to make the general agent or manager a better general agent or manager in comparison with these developments? In spite of the able pioneering done by LIAMA and GAMC, it is apparent that there is still room for improvement in the management field.

A few companies are already giving serious consideration to that need by establishing training centers for management, study courses in management and home office schools for management. In fact, some are laying out a definite pattern whereby a man who enters the business as an agent can be shown the steps that must be followed if he would become a manager of general agent.

As you think about selling in today's markets and your plans for progress in your own office—let me introduce one note of caution. Let us all beware of becoming so engrossed in organizing—in functionalizing, recruiting, training, supervision and all the myriad phases of our daily work to the point that we forget to look at our agent as a normal red-blooded person—with abilities and faults—beliefs, prejudices and blind spots—in short, a fellow like any of us but without our experience in keeping faults in balance while making our strengths carry us forward.

Test of Management

Perhaps the voice of your newest agent can highlight the ever-present need for good human relations as well as professional skills.

According to a *Printers' Ink* article, "The Trainee Speaks," a newcomer's thoughts go something like this:

"You've hired me—make my first impressions good—be thorough and sincere.

"Check me occasionally to answer my stupid questions. Praise me on some little point because my confidence is at an all-time low. Give me the best training you can, because well-trained, competent em-

ployes are your biggest asset. Give me the best you can, and I will give you the highest return on this, your business investment.

"Force responsibility on me and let me sink or swim. If I rise above the responsibility, you've developed a good worker and can congratulate yourself on doing the world's most difficult job.

"Boss, there's more difference between your trainees than their fingerprints. Treat us as individuals, make friends with us, and treat our problems separately. You have a big job cut out for you.

"Teach us everything you know, let's learn more together, and we will be inexperienced in only one thing—finding new jobs."

Voice of Trainee

The test of field management today is its capacity to adapt itself to the new look in selling.

1. The need for greater skill and knowledge is being supplied by LIAMA, GAMC, your companies—and amazingly enough by your competitors. More of this will be done in the years ahead—but your problems are here today and you must find your answers now.

2. The dynamic economy, with all its fits and starts, continues to expand with new markets ready and waiting for us. Competition for men and markets is increasing—but we have to meet it!

3. Growing interest in the chemistry of human relations holds great promise for management effectiveness. Greater understanding of people can be very practical as well as profitable.

The job of an agency leader is so big and so challenging that it is never finished. The truth of the matter is that the unfinished potential is continually pushing us to new limits of our capabilities—and if we are open-minded and willing—to new heights of accomplishment. You should never have to push your job, it should push you.

But in trying you will find in the future, as we have in the past, both success and failure, because both form an integral part of trying.

From the process of trying—honest striving—taking heart from successes and learning from mistakes—perhaps we may find what James Michener means in this quotation from his book, *The Fires of Spring*:

Living with Dignity

"For this is the journey that men make: to find themselves. If they fail in this, it doesn't matter much what else they find. Money, position, fame, are all of little consequence, and when the tickets are collected at the end of the ride they are tossed into a bin marked Failure. But if a man happens to find himself—if he knows what he can be depended upon to do, the limits of his courage, the position from which he will no longer retreat, the secret reservoirs of his determination, the extent of his dedication, his honesty and unpostured goals—then he has found a mansion which he can inhabit with dignity all the days of his life."

Greetings TO NALU DELEGATES!

from the

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We're glad at any time
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- Modern and attractive agent's and general agent's contracts to those looking for a permanent connection.
- Complete line of Life Insurance policy contracts from birth to age 65 with full death benefit from age 0 on juvenile policy contracts.
- Complete line of Accident and Health policy contracts with lifetime benefits.
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- Complete substandard facilities.
- Educational program for field man.

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Older than 85% of all legal reserve life insurance companies.

COMPANY'S EXPANSION PROGRAM OFFERS

Openings in California, Florida, Illinois, Indiana, Kansas, Michigan, Minnesota, Missouri, Nebraska, New Jersey, North Dakota, Ohio and Wisconsin.

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C. G. ASHBROOK, EXECUTIVE VICE PRESIDENT

NORTH AMERICAN BUILDING, CHICAGO 3, ILLINOIS

May Seek to Upset HQ Decision

(CONTINUED FROM PAGE 3)

else NALU would find its lease running out and have no place to move into.

Most of all, the defenders of the board's decision justified it on the ground that the national council recommendation could not be regarded as truly representative of the NALU as a whole. The reasoning behind this is that at an eastern meeting there is a disproportionately large representation of eastern associations, who could be expected to favor keeping headquarters in the east, preferably New York City.

The Thursday morning general session stressed the selling angle, climaxing with the Million Dollar Round Table hour following three outstanding talks, by John F. Grifing, assistant district manager of John Hancock at Oakville, Conn.; C. S. Ohsner, independent producer, Columbus, O.; and Fred G. Kimball,

manager of basic training New York Life. All these talks are reported elsewhere.

G. Nolan Bearden, New England Mutual, Beverly Hills, Cal., chairman of the MDRT, presided at the Million Dollar Round Table hour, at which William T. Earls, immediate past chairman of the MDRT and general agent of Mutual Benefit Life at Cincinnati, was moderator. Speakers were C. H. Killen, San Antonio, and O. Alfred Granum, Northwestern agent, Amery, Wis. Their talks are reported elsewhere.

Other Thursday morning events were the breakfasts of the executive secretaries, the institutes of insurance marketing alumni, and the "Texas Trained Seals," the latter being a traditional event run by the Texans in honor of speakers who have addressed sales congresses of the Texas association.

when you
see
this sign....

It's time to talk



He's middle age. He's the proud father of a new baby boy. He's ready to listen to MASTERPLAN.

He wants to build an immediate estate for Billy, who is just three weeks old. To provide for his future Dad buys a policy with a face value of \$10,000. The annual premium is \$222.70. At 16 Billy can have a paid-up insurance estate with no further deposits. Or, if Dad wishes to continue with deposits to the end of twenty years he can then withdraw \$2,000 to help with Billy's education without reducing the \$10,000 insurance estate. Or, if the Cash Savings are not withdrawn then Billy can continue deposits and further increase his estate. This will provide valuable protection when Billy gets married... build greater security for a later age for both his wife and himself. At age 65 Billy will have an imposing profit of \$19,213.90... plus all of his Dad's deposits.

Extraordinary case?... NO! Exceptional benefits?... YES! And these are just a few of the many unique features in MASTERPLAN—A Complete Insurance Program wrapped-up in one simple, easy to sell package.

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The previous day there was a luncheon of the Women's Quarter Million Dollar Round Table, followed by a panel discussion which is reported elsewhere in this issue.

The afternoon was left open for entertainment and relaxation.

At five o'clock there was a reception given by the Connecticut Assn. of Life Underwriters in honor of President Gilmore of NALU.

The big event of the evening of course was the American College and American Society of CLU dinner and conferment exercises. Gerald W. Page, Provident Mutual, Los Angeles, president of the society, acted as toastmaster. Dr. S. S. Huebner, president emeritus of the American College, presented the diplomas. The conferment address, "Power and Persuasion in Society," was given by Dr. Ralph C. Hutchison, president of Lafayette College.

In addition to events already reported, the national council session included the following:

Treasurer Osborne Bethea, Prudential, Newark, who has held the office since 1950 but will not be a candidate for reelection, told of the financial condition of NALU. His comments indicated the association to be in sound condition.

President Gilmore announced that Mr. Bethea, though retiring as treasurer, would serve as chairman of the finance committee during the coming year if requested to do so.

Managing Director Lester Schriver was given a warm and hearty round of applause as he was introduced for the purpose of submitting his annual report. Mr. Schriver's excellent speaking voice, his ease of manner, and his comprehensive understanding of every aspect of the affairs of NALU gave an air of conviction and authority to everything he had to say.

Toward the close of his report Mr. Schriver brought his audience to attention by commenting on the question of where NALU headquarters are to be in the future, saying that the staff would move to any location that might be chosen.

Mr. Gilmore introduced Holgar J.

Notable Session Of WQMDRT

(CONTINUED FROM PAGE 3)

committee of women underwriters and agent of National Life of Vermont at Detroit, following the joint luncheon of the committee of women underwriters and the WQMDRT Wednesday. Mrs. Light introduced Mrs. Matilda Wells, Prudential, Detroit, the outgoing chairman of the WQMDRT.

Mrs. Light then introduced the head table dignitaries, including President Robert C. Gilmore, Jr., of NALU, Vice-President Robert L. Walker, and Lester O. Schriver, NALU managing director. Mr. Gilmore spoke briefly on the valuable part that the women agents are playing in the work of NALU. Mrs. Light also read a telegram of congratulations from last year's women's committee chairman, Mrs. Minna Hensley, Franklin Life, Salina, Kan., who is in the hospital. Mrs. Light also noted that 1,500 members in NALU are women and there are 228 in the WQMDRT; 26 women have qualified for the Million Dollar Round Table over the years, and eight qualified for the 1954 Round Table.

The panel speakers were Thelma Davenport, Northwestern Mutual, Washington, D. C.; Margaret F. Lewis, Jefferson Standard, Atlanta; Helen M. Millett, Penn Mutual, Minneapolis, Minn.; and Margaret A. Willour, New York Life, Oklahoma City. Their talks are reported on page 4.

Johnson, president of Institute of Life Insurance; and Manager Bruce Shepherd and General Counsel Eugene Thoré of Life Insurance Assn. of America; and Charles J. Zimmerman, managing director of LIAMA.

Oren Pritchard, Union Central, Indianapolis, reported as chairman of the committee on nominations. He said that his committee had had a surplus of candidates.



Top-ranking officers of NALU snapped at the annual meeting: from left, Osborne Bethea, Prudential, Newark, treasurer; Lester O. Schriver, managing director; Robert C. Gilmore, Jr., Mutual Benefit Life, Bridgeport, Conn., president; Robert L. Walker, Peninsular Life, Orlando, Fla., vice-president, and Stanley C. Collins, Metropolitan Life, Buffalo, secretary.

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